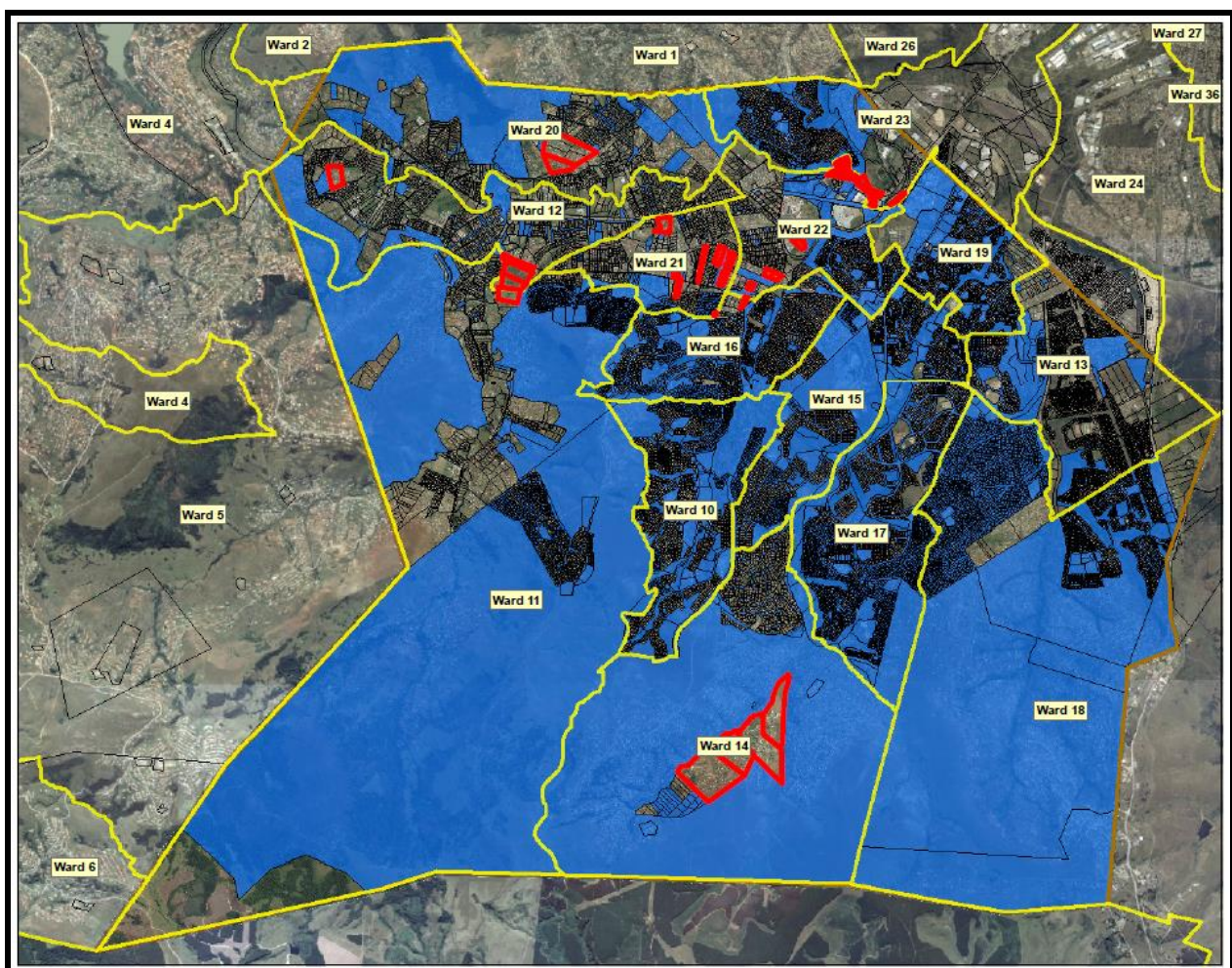

GREATER EDENDALE AND VULINDLELA DEVELOPMENT INITIATIVE (GEVDI)

CLOSE OUT REPORT ON ADDENDUM TO THE AGREEMENT AND THE ACTIVITIES OF THE SECOND TRANCHE INTERIM GRANT FUNDING FROM KZN DEPARTMENT OF HUMAN SETTLEMENTS



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1. Introduction

1.1 Purpose of Submission

- 1.1.1 The purpose of this submission is to document a close out to the Business Plan and Implementation Plan on the Edendale Land Acquisition grant funding, more specially the approved Addendum to the Memorandum of Agreement with the KZN Department of Human Settlements which makes available a second tranche interim grant funding of R25.5M to the Municipality for the financial year 2019/2020.
- 1.1.2 The above grant funding and consequent land acquisition programme supports the emergence of a complex built environment and wherein the structures of spatial relations are emphasized towards a unified political spatial economy and in doing so transforming the Edendale landscape into a place of symbolic hope.

1.2 Background and history

- 1.2.1 The Department of Human Settlement identified the Greater Edendale area for township renewal and through the land acquisition programme seeks to advance the transformation and regeneration of the area. The merits of identifying Edendale are evident based on the area's historical and current development challenges and comprises the majority of the municipal area previously designated under apartheid. As a result of past development practices, the area reflects all the elements of apartheid planning, viz. an area separated and segregated from the central part of the Municipality; an area lacking in many infrastructural services; an area deficient in employment opportunities; and an area lacking in many social services.
- 1.2.2 Greater Edendale was established as a Section 30 Town, as per the Black Administration Act 38 of 1927, by the former Department of Development Aid. The area was administered by the Province of Natal, then the Local Health Commission, followed by the Department of Development Aid [DDA]. With the abolition of the DDA, the area was administered by the Department of Land Affairs, which in turn made the Edendale area available to the Community Services Branch of the former Natal Provincial Administration in terms of General Power of Attorney No. 487/1993. The said Power of Attorney was withdrawn and replaced by GPoA 540/1997 in the name of the Department of Local Government and Housing. With the establishment of Transitional Local Councils in terms of the Local Government Transition Act No 209 of 1993, the area was administered by the Pietermaritzburg/Msunduzi TLC [in terms of Proclamation No LG73/1995]. The area now forms part of the present Msunduzi Municipality.

- 1.2.3 The establishment of the Msunduzi Municipality has brought together areas which are functionally interdependent, under the jurisdiction of a single Council. Under this jurisdiction, the Greater Edendale Area comprises 14 Wards and the political mandate of the Ward Councilors and the Executive Committee are to ensure that the Municipality fulfills its obligation in terms of Section 152 of the Constitution. The Municipality is tasked with the matters set out in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution of the Republic of South Africa 1996 including but not limited to municipal planning and development. It is in this context that GEDI (Greater Edendale Development Initiative) was established to embark on the development of the area known as the Greater Edendale Complex.
- 1.2.4 The consequential changes in administrative control and authority progressively undermined the confidence, stability and development of the area. This situation was further exacerbated by the introduction of oppressive land and other legislation including past political conflicts, boycotts and unrest. Under the circumstances, the area remained in neglect and developed largely in the absence of proper administration and planning, nor did it escape the impact of rural-urban migration. The present urban landscape reflects the above reality and various areas within Edendale are occupied by large number of people on private land without adequate access to infrastructure, formal houses and security of tenure. Moreover, Edendale has the highest level of poverty and unemployment in the city and it is an area of dire need for attention and healing. It is submitted that, priority funding should be focused on the Edendale area channelled through an area based vehicle.
- 1.2.5 The community through the Built Environment Support Group including the land owners approached the Municipality and other state structures, seeking its intervention and a political negotiated settlement. In this case, the complexities of the environment had to be unveiled where; in the first instance the landowners who had lost control of their land were still liable for rates and service payments. This situation has to be appreciated in the context that the landowners made their land available during the political upheaval and with the turn of events, now seek a political dispensation.
- 1.2.6 In addition, it is recorded that a large proportion of the owners were long deceased and where their estates have not been wound up or, as in generally the case, not even reported to the Masters office. There are also matters relating to tenure rectification, tenure conflict and so on. This resulted in tenure insecurity, poor land administration and the inability of Government in general, but the Municipality in particular, to provide basic services in the Greater Edendale Complex. At a point, the MEC for Housing provided funding for the land initiative in the Greater Edendale Area and the project became known as the Edendale Land Development Initiative. In order to assist both tenants and landowners who had effectively lost control and possession of their land, the Msunduzi Executive Council resolved, in a dramatic reversal of policy that, provided finance could be raised, the Municipality would purchase privately-owned land with a view to developing the area. This was the genesis of GEDI which later incorporated the Vulindlela area and became known as GEVDI (Greater Edendale and Vulindlela Development Initiative)

1.3 GEVDI: As an Institutional Vehicle

- 1.3.1 To ensure that the attention of all levels of government are focused on Edendale, as well as to co-ordinate and facilitate integrated planning, development and fundraising for the area, the Municipality recognised the need to set up GEDI as a specialised area based mechanism which was extended in 2013 to incorporate the Vulindlela tribal authority area and became known as the Greater Edendale and Vulindlela Development Initiative (GEVDI).
- 1.3.2 Apartheid produced a multitude of distortions in the form of income distribution, spatial inequality, living conditions, fragmented markets, unequal educational systems, and disarticulated political structures. The past segregationist and apartheid policies have had a profound impact on the spatial structure and built form of Msunduzi.
- 1.3.3 The social and economic exclusions of residents in such areas heightened the impact of political disenfranchisement and oppression. In this scenario, the poor remain located at a substantial distance from economic opportunities, while the dysfunctional city structure increased transportation and other accompanying hardship, infrastructure and associated facilitate cost. On the other hand, the increasing spatial fragmentation of Msunduzi into wealthy and poor enclaves undermines the equitable distribution of public goods and services which creates serious problems of exclusions, with escalating social tensions, and this trend is often exacerbated by the marginalization of neighbourhoods. In South African context, unique forms of exclusion have arisen. Thus, township areas “excluded by design” have been created as a direct and deliberate consequence of apartheid policy. Moreover, in the case of Edendale, the failure to afford it municipal status and the consequential changes in administrative control and authority progressively undermined the confidence, stability and development of the area.
- 1.3.4 Furthermore, Edendale has the highest level of poverty and unemployment in the city and it is an area of dire need for attention and healing. It is submitted that priority funding should be focused on the Edendale area channelled through an area based vehicle or under the dictates of a particular strategy and programme. Given the size of Edendale and the long years of neglect that have to be reversed, the transformation challenges that face Greater Edendale are formidable. It is recognised that these challenges need to be addressed within an environment that is bound by the constraints of high levels of poverty and unemployment, land legal complexities, inadequate services and infrastructure provision and the rapid advancing rate of informal settlement development.
- 1.3.5 GEVDI, provides a perspective that is linked to a continuous process of spatial transformation [restructuring of the city landscape] wherein substantial room for creativity is allowed both in development, planning and decision making. In this context, it supports a renewed focus on decisive interventions to ensure accelerated and shared economic growth, poverty alleviation, improved service delivery and eradicating historical inequalities such as spatial distortions, inefficient and unproductive city form and so on; and finally fitting the municipal’s actions into a coherent spatial term of reference. As such, GEVDI seeks to make space visible again as a fundamental referent of social being and place making – the three most basic and formative dimensions of human existence

viz. space, time and being. It accordingly portrays a dynamic and contradiction filled dialectic of space and time, human agency and the restless formation and reformation of the Edendale landscape.

- 1.3.6 The Municipality continuously identifies opportunities for learning and innovation both to further the objectives of the programme but also to support township investment in South Africa more broadly and drive the development of appropriate responses to support investment. Key to the Programme is the principle of contribution and ownership. Gebremedhin [in Davis 2004:54-56] emphasises that participatory development demands that local stakeholders move from being objects of development to its subjects. To the extent that participatory development entails a humanising process, it becomes an essential ingredient in empowering local stakeholder. This means starting with the principle of giving the public a “voice” and “choice” in development to ensure equity and democratic rights. The land acquisition programme should contribute to an improved sense of place and community.
- 1.3.7 To begin with, it draws concerted focus and attention to the Edendale Area – an area in dire need of attention and presents Edendale as an integral component of the city landscape [spatial targeting] and not an appendage. As such, the land acquisition programme attempts to responds to dire need for human settlement, spatial marginalisation as well as a range of market and sector demands, promoting the optimal participation in the activities of the City.
- 1.3.8 It is presented that future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent or linked to main growth centres. To this end, infrastructure investment and development spending should primarily support localities that are earmarked to become major growth nodes. Restructuring; transforming; reconstructing; and integrating separate and divided cities pose pertinent spatial planning and city making challenges.
- 1.3.9 In this regard, the application of planning, spatial concepts and other measures towards the reconstruction and development of the Greater Edendale Area are explored and pursued. The intention is to paint a spatial picture of the Municipality and consequently, define the planning, environmental and land development terrain within which the project unfolds. Finally, the land acquisition programme opens new windows through which to re-engage time space relationships and city making in a more appropriate symmetry. The approach brings into focus the ability of a GEVDI to deliver on its mandate ie. a developmental local government tasked with attacking the blight of poverty, exclusion and deprivation. The approach provides an analysis of Edendale and GEVDI along more innovative lines of inquiry and responds to the haphazard approach to the development of the area.

1.4 The Submission of the 2020 Business Plan

- 1.4.1 A five year business plan was drawn up to attend to the GEVDI land acquisition, tenure security, land disposal and land ennoblement initiatives in Edendale. This business plan became known as the GEVDI Business Plan 2020 (BP2020).

1.4.2 Towards the submission of BP2020 a number of meetings and interaction were held with the Department of Human Settlement, including a meeting and a presentation to the Head of Department. The said engagement and the subsequent technical workshop with officials from Human Settlement primarily focused on:

- The land purchased to date [measuring the success of the programme and return on investment],
- The future acquisition of targeted land and the rapid assembly of human settlement projects and
- The integrated development and densification of the Edendale Corridor.

1.4.3 To this end, BP2020 has been designed to achieve the above particular outcomes, where the remaining land within the 5 priority housing project areas have been identified for acquisition within the initial period of the Business Plan. This will demonstrate a significant measure of success whereby the Municipality would be certain to submit housing projects for consideration and complete the value chain; and accordingly meet the expectations of the Department. Moreover, at a recent meeting with the Department of Human Settlement the technical competency of the Plan and the ensuing roll out housing programme was acknowledged and well received. In so saying, BP2020 supports a renewed focus on decisive interventions to ensure the rapid assembly of human settlement projects, accelerated and shared economic growth, poverty alleviation, improved service delivery and eradicating historical inequalities such as spatial distortions, inefficient and unproductive city form and so on; and finally fitting the municipal's actions into a coherent spatial term of reference.

1.4.4 At a Full Council meeting it was resolved that :

- the Strategic Management Committee endorses and approves the submission of BP2020 to the Department of Human Settlement towards the continuation of the Greater Edendale Vulindlela Development Initiative [GEVDI] Land Acquisition and Land Legal Programme
- the Business Plan supports a renewed focus on decisive interventions to ensure the acquisition and rapid assembly of human settlements in greater Edendale
- the Business Plan also ensures poverty alleviation, improved service delivery and eradicating historical inequalities such as spatial distortions, inefficient and unproductive cities and so on; and finally fitting the municipal's actions into a coherent spatial term of reference, and
- the Strategic Management Committee notes the interactions and engagements with the Department of Human Settlement where the technical competency and rationale of Business Plan has been tested and articulated to the satisfaction and expectation of the Department.

1.4.5 The purpose of the BP2020 submission was to, inter alia:

- Show the historical background and origins of the project
- Showcase the intergovernmental relations and arrangements that led to the establishment of GEVDI
- Explain the nature of problems faced in the project and progress to redress such problems
- Show the management of the project through intergovernmental relations and processes
- Show the Strategic development of the project and progress beyond land acquisition

- Introduce land development and land ennoblement initiative
- Show the creation of a self-sufficient model that will attract various investors and funders
- Account for previous tranche funding.

1.4.6 To achieve the above the BP2020 first explains the Memorandums of Agreements between Msunduzi Municipality and DoHS, and later the Department of Rural Development and Land Reform before going into detail on the problems faced on the ground and strategic progress to redress such issues.

1.4.7 The BP2020 then deals with the management of the project through the Land Legal Committee (LLC), this is an intergovernmental committee that consists of representatives from the Municipality, DoHS and DRDLR who have voting power and can make binding decisions that ensure the project continues to function effectively. BP2020 further explains the structure of the LLC and how the project is managed using a web based tracking system and a land register that shows ownership information and progress in terms of land acquired and transferred to the Municipality.

1.4.8 One of the key elements of BP2020 is the detailed discussion of the Strategic Development Approach, this approach gives a detailed explanation of the following:

- The importance of the project and objectives it seeks to achieve
- Pre-democratic land tenure issues in Pietermaritzburg and post-apartheid transformation of the city
- The importance of keeping GEVDI relevant, its role in “Future City Development” and redressing imbalances in land tenure and development as a result of apartheid
- GEVDI as a vehicle to achieve sustainable cities and towns which meets the needs of everyone in the area
- Economic growth and development to keep the city attractive and habitable for generations to come

1.4.9 One of the major focuses of BP2020 is the development of the project area and how it should be achieved, this is clearly illustrated by the following quote from the business plan:

- *“GEVDI should therefore commit to ensure that its policies and programs support the development of Greater Edendale and Vulindlela that will be:*
- *Spatially and socio-economically integrated, free of racial and gender discrimination and segregation*
- *enabling people to make residential and employment choices to pursue their ideals*
- *leaders of a robust economy as well as being economically competitive*
- *centres of economic and social opportunity where people can live and work in safety and peace*
- *centres of vibrant urban governance, managed by democratic, efficient, sustainable and accountable entity and local governments in close cooperation with civil society and geared towards innovative community-led development*
- *environmentally sustainable, marked by a balance between quality built environment and open space; as well as a balance between consumption needs and renewable and non-renewable resources*

- *planned for in a highly participative fashion that promotes the integration and sustainability of urban environments*
- *marked by good housing, infrastructure and effective services for households and business as the bases for an equitable standard of living*
- *integrated industrial, commercial, residential, information and educational centres which provide easy access to a range of urban resources, and*
- *Financed by government subsidies and by mobilising additional resources through partnerships, more forceful tapping of capital markets, and via off-budget methods.”*

1.4.10 In so saying a number of priorities are identified herein, which strives to foster linkages among the various urban development initiatives and to promote a re-alignment of actions through the identification of priorities, choices and underlying policies, and consequently to steer them towards the collective vision.

- *One of the first priorities is to reconfigure critical new relationships and patterns of engagement between the elected local governments and civil society.*
- *A second priority is to overcome the separation between spatial planning and economic planning. Steps must be taken to embed economic development targeted to the disadvantaged urban populace within integrated spatial and socio-economic planning frameworks.*
- *A third priority is to ensure that integrated planning determines projects which are approved and which elements are targeted within urban development, rather than the reverse situation where large urban development projects drive the planning.*
- *A fourth priority is to ensure successful land reform through land restitution, land redistribution and tenure reform by integrating government policy and delivery systems and developing cooperative partnerships between the government, NGO's and the private sector.*
- *Lastly, an examination and clarification of intergovernmental relationships needs to be undertaken”.*

1.4.11 The last critical topic discussed in BP2020 is that of funding, this is twofold, firstly, it deals with the funding from DoHS through the Memorandums of Agreements and explains how the funding was spent, what was achieved with it and how much of it was still available at the time the business plan was submitted. The second element deals with future funding of the project and how GEVDI seeks to fund the project beyond DoHS and seeking for grant funding from other departments.

1.4.12 BP2020 is forward looking and seeks to take the project to a completely new direction that, if achieved, will not only benefit the Municipality but will improve and transform the lives and livelihood of all those who reside within the project area.

2. Status Quo of the GEVDI project

2.1 The Signing of the Addendum to the MOAs and the Signing of the SLA

- 2.1.1 The approval for the first Interim Grant Funding towards BP2020 was communicated in writing to GEVDI on the 20th of December 2017 after DoHS had signed the Addendum to the Memorandum of Agreement on the 14th of December 2017.
- 2.1.2 One of the conditions of the said Addendum is that the specialist services which are provided by GeoAfrika to assist the Municipality in capacity and skills transfer must be retained.
- 2.1.3 The said specialist service providers are appointed by DoHS to provide support services to the Municipality to ensure it achieves its objectives in terms of the previous MoA's signed between the Municipality and DoHS.
- 2.1.4 The signing of the Addendum by the Municipality and DoHS was a monumental achievement as it assured the continuation of the GEVDI intergovernmental project and insured the following:
- That the historic intergovernmental agreements between the Municipality and DoHS remain valid and binding
 - The Land Legal Committee (LLC), now the GEVDI Intergovernmental Strategic Committee (GISC), would remain as the steering committee tasked with the management of the project
 - The availability of interim funding until the implementation of BP2020
 - The retaining of specialist resources represented by GeoAfrika Surveys Administration (Pty) Ltd provided to the Municipality for the purposes of capacity and transfer of skills
 - The that DoHS would be able to transfer the 25 million rand to the Municipality
 - Agreement by the Municipality to possibly counter fund the project to address security of tenure within the project area
 - The division of the Capital Expenditure ("CAPEX") and Operational Expenditure ("OPEX") budgets
 - Monthly reporting by GEVDI to DoHS, and
 - Ability for DoHS to audit the project from time to time.
- 2.1.5 The Addendum made provision for a Service Level Agreement ("SLA") to be signed between the Municipality and GeoAfrika which was signed on the 16th of March 2018.
- 2.1.6 The SLA clearly determines the obligations of GeoAfrika as a Service Provider to the Municipality, these include *inter alia*:
- Project management and administration
 - Data management
 - Sales administration
 - Facilitation and communications
 - Administration and planning of land acquisitions
 - Land audits and survey
 - GIS project support
 - Financial reporting

- Conveyancing services
- Land disposal and enablement strategy.

2.1.7 GeoAfrika had been appointed for an initial period of 3 years from 16 March 2018 with the option to be further extended. It had been agreed that the Service Provider would work on an instruction basis. The Municipality in the project was represented by its Greater Edendale and Vulindlela Development Initiative (“GEVDI”) division. GeoAfrika therefore reported directly to GEVDI with approval for activities being undertaken sought from the senior management of the Sustainable Development and City Enterprises business unit.

2.2 Interim Grant Funding (First tranche)

2.2.1 The Interim Grant Funding is gap funding that is intended to serve the project prior to the implementation of BP2020 to ensure the continuance of the Greater Edendale and Vulindlela Land Acquisition, Tenure Security, Land Disposal and Ennoblement Initiative while long term funding is sourced for the continued development of the Initiative as detailed in the BP2020.

2.2.2 The interim funding application determined the budget for properties to be acquired and services to ensure that there is delivery on the project.

2.2.3 An amount of **R25,000,000**, for the first tranche of the interim grant funding, was transferred to the Municipality in equal amounts of **R12,500,000** in January 2018 and February 2018. From this an amount of **R6,000,000** was allocated to operating costs (OPEX) and **R19,000,000** to capital costs (CAPEX). Due to the short time period in which to complete all activities proposed for the first tranche funding an application was made to the KZN Department of Human Settlements to roll over the funds to the following financial year and this application was approved in September 2018. This extended the programme for the first tranche funding to June 2019 to coincide with the municipal financial year end.

2.2.4 A schedule of activities and costs (SAC) was drawn up for the OPEX and included the following categories of activities:

- Project management and coordination
- Finance and compliance
- Grant funding & IGR (Inter-Governmental Relations)
- Land acquisition
- Land legal
- Communications
- Geographic Information Systems
- Provision of onsite resources
- Training courses for the GIS and Town Planning Interns
- Special projects including the following :
 - Edendale Town Centre built form plan and design guide portfolios for blocks 1,4 and 5

- Edendale Town Centre engineering base line documents for blocks 1,4 and 5
- Concept note for the development of an ICT Hub in the Town Centre
- Implementation protocol
- Risks register
- Investment prospectus
- Specific tasks and instructions

2.2.5 Some of the main milestone achievements of the first tranche funding include the following :

- Submission of business plan to KZN Department of Human Settlements and the concluding of a service level agreement between the Municipality and MHP Geomatics (now GeoAfrika)
- Compilation of an inception report and implementation plan with a schedule of activities and costs and obtaining approval to utilise the grant funding during the rollover period
- Re-establishing the Land Legal Committee as the GEVDI Intergovernmental Strategic Committee (GISC) and holding three committee meetings during the tranche 1 period
- Framing of a draft intergovernmental protocol (IP) which needs to be signed by all government departments
- Attending to land acquisition matters leading to the full disbursement of the CAPEX funds received
- Attending to a number of land legal matters with the submission of reports to Council and comments on municipal policies as are detailed in the attached progress schedule.
- Attending to various communications tasks including the review of the GEVDI communication strategy, engaging with Ward Councillors and members of the public, producing marketing material and promoting GEVDI at the Royal Show.
- Provision of 2 resources (a Town Planning Intern and a GIS Intern) to GEVDI and training of these Interns
- Acquisition of aerial photography and contour datasets for Edendale
- Provision of GIS support to the project and updating of the ownership and cadastral datasets
- Partial completion of the upgrading of the GIS website and tracking systems for land acquisition and specific instructions
- Completion of a draft valuation policy guideline for GEVDI
- The starting of the development of an investment prospectus and the scoping of a video for GEVDI
- Attending to various specific instructions from the Municipality
- Developing of a concept note for the proposed ICT Hub in the Town Centre
- Revision of the Edendale Town Centre built form plan, the development of design guide portfolios and the compilation of engineering baseline cost figures for block 1,4 and 5 of the proposed Town Centre leading to significant investment from National Treasury.
- Attending to the first batch of reversion transfers with the Department of Public Works that yielded approximately R 5,000,000 in unpaid rates to the Municipality.

- 2.2.6 It is important to note that the SAC for the first tranche funding was substantially informed by the 'old' "Exceptions Reports" emanating from the prior grant funding and from resolutions taken by the LLC at the time.

2.3 Interim Grant Funding (Second tranche)

- 2.3.1 To confirm the need for and to procure the second tranche funding in accordance with BP2020 an application for the second tranche funding was submitted to the KZN Department of Human Settlements in January 2019.
- 2.3.2 This submission was approved by the KZN Department of Human Settlements in October 2019 but due to a typographical error on the agreement this was amended in January 2020 by way of an addendum to the memorandum of agreement before the funds were paid into the municipal account in February 2020.
- 2.3.3 An amount of R25,500,000, for the second tranche of the interim grant funding, was transferred to the Municipality in February 2020 made up of R6,500,000 allocated to operating costs (OPEX) and R19,000,000 to capital costs (CAPEX). Due to the short time period left to the end of the 2019/2020 financial year an application will made to the KZN Department of Human Settlements to roll over the funds to the 2020/2021 financial year.
- 2.3.4 A schedule of activities and costs (SAC) for the second tranche funding was drawn up and updated during the project. This SAC updated to March 2021 is attached as Annexure D to this document.

3. Activities (Second tranche)

The activities undertaken utilising the second tranche funds are categorised under the following sections on the SAC :

- Land Legal
- Land Acquisition
- Communications
- Geographic Information Systems (GIS)
- Provision of Resources
- Training
- Workshops and Meetings
- Special Projects
- Finance and Compliance
- Project Management

The detail of each category of activities is provided hereunder :

3.1 Land Legal

- 3.1.1 One of the material aspects of the grant funding is to address the complex land and legal issues that have for decades bedevilled the Edendale landscape as a result of enormous administration and procedural blunders under the erstwhile administration of the Department of Development Aid.
- 3.1.2 Whilst a great number of these land legal matters have been investigated, interventions mapped out, and concluded, legislative changes over the past few years have resulted in some of these matters not being resolved.
- 3.1.3 At the outset of this tranche all historical and current land legal matters were reviewed and a schedule drawn up to track the status of each matter. The detailed tasks required to conclude each matter were also determined and captured in the schedule. Resources were allocated to the tasks and timelines estimated for conclusion. The review process was lead by Land Legal Specialist, Peter Hoffmann, with support from GEVDI officials Nkululeko Mkhungo and Zilungile Chonco.
- 3.1.4 Both Nkululeko and Zilungile worked closely with Peter in executing the last legal tasks to develop their skills and build internal capacity at GEVDI. This was done by way of holding weekly and fortnightly work sessions at which the matters being attended to were workshopped and detailed workplans put in place for each matter to be executed by the officials of GEVDI under the guidance and mentorship of Peter. The status of the tasks on the workplans were also updated at the work sessions. Tasks that could not be performed by the officials of GEVDI or which required higher level input were performed by Peter and his land legal team.
- 3.1.5 The land legal schedule contains the detail of the current status of all land legal matters and serves as a register to record and track all matters and tasks being executed. This schedule is attached as Annexure A to this document.
- 3.1.6 Many of the solutions or interventions required to resolve some land legal matters require involvement from Council, other municipal departments, various external government institutions and the courts. This often leads to delays in concluding these matters with some taking many years to reach conclusion.
- 3.1.7 The land legal team was also involved in responding to various AG queries over the tranche two period. These included queries on the state land reversion matter for which the responses submitted were to the satisfaction of the AG. The state land reversion matter in particular is being attended to in batches of properties with some properties requiring planning and legal intervention. It is recommended that once the state land reversion matters are fully concluded that an addendum is put in place to record the changes from the original memorandum of agreement.
- 3.1.8 GEVDI is currently under-staffed and the officials attending to land legal matters have a number of other duties and responsibilities at the Municipality. It is recommended that GEVDI employ an official dedicated to attending to land legal matters and following up on tasks required to bring these matters

to conclusion. This official would need to be supported by an experienced Land Legal Specialist on matters of higher complexity.

- 3.1.9 The land legal schedule is currently an MS Excel spreadsheet and it is recommended that an electronic workflow system be developed to record all these matters with automatic reminders, alerts and follow ups to ensure that tasks are executed timeously and do not get forgotten or overlooked if there are long passages of time between execution of individual tasks.

3.2 Land Acquisition

- 3.2.1 There are a total of 53 properties covering 144.77 hectares selected for acquisition with the second tranche funding. These properties were prioritised for acquisition based on the following criteria :

- To support the assembly of land in alignment with the municipal housing project rollout programme
- To support the assembly of land for the Edendale Town Centre project
- To resolve the matter of joint ownership where the Municipality owned part shares in properties
- To aid in the resolution of historic land tenure issues

- 3.2.2 The selection of properties to be acquired was an iterative process during the course of the project due to the various dynamics of the individual properties, the prioritisation of projects and the funding available. This process was also influenced by the differences in values between actual valuations and the municipal valuation roll.

- 3.2.3 The valuation guideline and benchmark report that was finalised during the second tranche was an important milestone as it provides for a new way value properties in Edendale. The guideline is key for determining a benchmark for the valuations to be tested against and ensures that the Municipality does not have to appoint two valuers when acquiring properties. It also prescribes how valuations should be undertaken for invaded properties and cases where the owner wants to retain structures on their properties.

- 3.2.4 The stages of land acquisition that were mapped out and followed by GEVDI and the professional teams working on the project included the following :

- 3.2.4.1 Land identification and prioritisation – *identifying of land to be prioritised for acquisition based on various criteria including project requirements, physical location and topography, and valuation roll values.*

- 3.2.4.2 Briefing of the land acquisition team – *briefing of the team on the dynamics of each property to be acquired using the GIS and aerial photography.*

- 3.2.4.3 Initial land acquisition phase – *gathering, assessing and packaging of data on each property including Windeed reports, title deeds, SG diagrams and GIS maps.*
- 3.2.4.4 Ward Councillor engagement – *engaging with Ward Councillors to advise them of the properties to be acquired in their wards and the process that would be followed.*
- 3.2.4.5 First contact – *attempting first contact with property owners or their heirs to determine if the property owners are alive or deceased, advising them of the need for acquisition of their property, determining their willingness to sell, identifying the structures that they own and checking if they have the documents that will be required for transfer.*
- 3.2.4.6 Reprioritisation for valuation – *assessing of the information gathered during first contact and making decision on whether to proceed with valuation and acquisition.*
- 3.2.4.7 Valuation – *instructing valuers and reviewing valuation reports received.*
- 3.2.4.8 Reprioritisation for acquisition – *assessing the property values and making decision on whether to proceed with acquisition based on the budget available.*
- 3.2.4.9 Negotiation and Facilitation – *engaging with the owner on the offer to purchase, requesting documentation required and making decision on whether to expropriate property.*
- 3.2.4.10 Expropriation – *if property is to be expropriated then following the expropriation process which includes the preparation of reports and advertisements and obtaining all necessary approvals from the Municipality and the KZN Department of Human Settlements.*
- 3.2.4.11 Transfer – *if property is to be transferred then appointing a Conveyancer and tracking the expropriation process until the title deed is received.*
- 3.2.4.12 Asset capitalisation and finalisation – *alerting all relevant municipal departments of the transfer and any special conditions of the transfer agreements.*
- 3.2.5 A land acquisition schedule was developed by GEVDI and the professional teams working on the project to list the properties being acquired and to track the status of acquisition. This schedule details the property descriptions, reasons for acquisition, property values, transfer costs and the status of acquisition. This schedule was continually updated as progress was made on land acquisition and is attached as Annexure B to this document.
- 3.2.6 A dedicated resource is required onsite at the GEVDI office in Edendale to attend to the administration of the land acquisition matters. It is recommended that GEVDI appoint a dedicated internal resource to attend to this with the support of the specialist land acquisition teams.

- 3.2.7 The land acquisition schedule is currently an MS Excel spreadsheet and it is recommended that an electronic workflow system be developed to record all information relating to land acquisition and to track the processes with automatic reminders and alerts.

3.3 Communication and social facilitation

- 3.3.1 Communications and social facilitation are vital components of the project to ensure that Councillors, residents and general members of the public are kept informed of the activities of the Municipality and how these affect the local communities.
- 3.3.2 The COVID pandemic had a major impact during this tranche in reducing the number of physical engagements in the field especially during the lockdown periods when movement was restricted. This was compensated in part by virtual and telephonic communication when possible.
- 3.3.3 The activities undertaken by the social facilitation team during this tranche include the following :
- 3.3.3.1 Engagement with Councillors on an individual basis to advise and keep them informed on properties identified for acquisition, the processes that would be followed and the progress of land acquisition.
- 3.3.3.2 There was one Councillor's workshop held prior to the COVID pandemic that was funded from the current tranche. This workshop was held to brief the Councillors as a group of the land acquisition and general activities of the Municipality by way of presentations.
- 3.3.3.3 Provision of a Communications Assistant to assist and attend to queries received from members of the public prior to the COVID pandemic
- 3.3.3.4 Attendance at the GEVDI office by the Social Facilitation Manager to engage with officials of the Municipality and deal with queries from members of the public.
- 3.3.3.5 Attendance and representation of the Municipality at ward war room meetings that were held prior to the COVID pandemic.
- 3.3.3.6 Attendance of meetings held between municipal officials and members of the community and Ward Councillors. The Social Facilitation Manager facilitated these meetings and accompanied municipal officials to these meetings as part of his social facilitation mandate.
- 3.3.4 The activities proposed to be undertaken by the social facilitation team but which did not occur due to the COVID pandemic include the following :
- Attending Imbizos
 - Holding of open days at central locations within the greater Edendale area to brief the community on projects planned for the area
 - Consultations with Councillors, land owners and communities on land legal matters

3.4 GIS

- 3.4.1 A comprehensive GIS, comprising various layers of spatial and attribute data, was setup and maintained for GEVDI. This GIS is being used to support all aspects of the project where spatial information is required by officials of the Municipality and the various service providers undertaking projects in the greater Edendale area.
- 3.4.2 Having access to an accurate, complete and up-to-date GIS property database has aided GEVDI immensely in planning and decision making that is required for tenure resolution, land acquisition, and project planning and design. Most of the working meetings and workshops held by GEVDI have the GIS projected live onto a wall and is used as a tool to present and support all work that requires geographic information. All other departments of the Municipality have recognised the value of an accurate GIS and the Municipality has recently embarked on to project to undertake a GIS land audit for the rest of the Municipality to the same specification as that used for GEVDI.
- 3.4.3 The GIS support provided to GEVDI during this tranche included the following :
- Analysis and reporting on spatial and attribute data
 - Capture and maintenance of GIS datasets
 - Provision of mapping
- 3.4.4 In addition to the adhoc mapping requirements some of the specific key areas of support included the following :
- Initial identification and prioritisation of properties for acquisition using tranche two funds and the periodic review of the properties selected based on valuation amounts and information received back from the field during the facilitation and negotiation phases.
 - Identification and prioritisation of properties for acquisition for the next tranche of funding which resulted in the approval and transfer of R98M to the Municipality from the KZN Department of Human Settlements
 - Mapping and provision of information for specific projects including the following :
 - Edendale Town Centre
 - State land reversion
 - Subdivisions
 - Historical land acquisition storybook and presentation
 - Time series maps of historic, current and future projects in Edendale
- 3.4.5 The adhoc GIS support provided during this tranche included time spent in workshop meetings for which the GIS was required. There was also much time spent on the creation of maps as and when required. It is recommended that GEVDI appoint an in-house GIS Technician to attend to the basic data capture and map making tasks with only the higher level GIS data capture, analysis and reporting be outsourced to professional service providers.

- 3.4.6 A GIS website and various tracking systems were setup for GEVDI some years ago and are still being hosted on the internet and accessed by users. It is recommended that these systems be upgraded and the data contained within them be refreshed.
- 3.4.7 The GIS website and online tracking systems are hosted on a secure web server which has all the necessary software installed, is connected to redundant backup power system and has high bandwidth connections from the internet.
- 3.4.8 The cadastral and ownership datasets that form the base layer of the GEVDI GIS was last updated in February 2021. It is recommended that these datasets be periodically updated so they do not get out-of-date.
- 3.4.9 As part of the handover of this tranche, the GEVDI GIS workstation was updated with all the latest datasets and a GIS index created so that the users at the GEVDI office can find and use GIS datasets required. The GIS Specialist on the project loaded various map templates on the GIS workstation and also trained the users on how to access and use the GIS data.
- 3.4.10 The ArcGIS software loaded on the GEVDI GIS workstation was purchased a few years ago and needs to be upgraded to the latest version. It is recommended that GEVDI maintain this software through the software distributors ESRI South Africa.
- 3.4.11 During the course of the second tranche period the Interns at the GEVDI office were trained on how to capture household points off the latest aerial photography for a project for which dataset was required.

3.5 Provision of Resources

- 3.5.1 A Junior Town Planner was placed on site at the GEVDI office in Edendale to support municipal officials with all activities being undertaken. These activities included support on research, report writing, town planning activities and provision of basic GIS support services as and when required. This Junior Town Planner was onsite at the GEVDI office until June 2020.

3.6 Training and Capacity Building

- 3.6.1 The officials of GEVDI worked closely with the professional team on the project in undertaking most of the land legal and land acquisition activities and thereby gaining training and experience on executing these matters. These included the following :
- Working with the Land Legal Specialist in reviewing all land legal matters, drawing up of the land legal schedule, defining the detail of the tasks required to conclude the matters and executing the tasks under the direction and mentorship of the Land Legal Specialist

- Working with the land acquisition team in selecting the properties for acquisition, documenting the processes to be following, setting up a tracking schedule and attending to some of the land acquisition tasks.

- 3.6.2 The officials were also exposed to all aspects of the project by interacting with the full project team including the Project Manager, GIS Specialist, Communications Specialist and Architect.
- 3.6.3 Two of the Town Planners based at the GEVDI office were sent on GIS training courses with ESRI South Africa to build on their GIS skills. These Town Planners had been exposed to basic GIS while completing their tertiary studies and were sent on an intermediate level desktop GIS course to build GIS capacity at GEVDI. It is recommended that these officials also attend the advanced desktop GIS course once they have built up more experience in using the GIS.
- 3.6.4 The GIS Specialist on the project trained the Planners and Interns at the GEVDI office on how to use the GIS and the various map template files loaded on the GIS workstation to undertake basic mapping
- 3.6.5 The Interns at the GEVDI office were also trained on how to capture household points off aerial photography for a project for which this dataset was required.

3.7 Workshops and Meetings

- 3.7.1 A GEVDI Intergovernmental Strategic Committee (GISC) workshop meeting was proposed for this tranche but did not take place due to the COVID pandemic lockdown and the funds for the tranche going into roll-over. It is recommended that a GISC meeting be held as soon as it is possible and these workshop meetings continue to be held on a quarterly basis going forward.
- 3.7.2 Fortnightly project meetings with all key members of the project team took place regularly during the earlier stages of the project but these became less frequent and more focussed on specific matters during the COVID pandemic lockdown.
- 3.7.3 Adhoc meetings were also held as and when required. These were held as face-to-face meetings initially and then over Microsoft Teams and Zoom during the COVID pandemic period.

3.8 Special Projects

3.8.1 Investment Prospectus / Bankable Document

- 3.8.1.1 A completion of a draft Investment Prospectus / Bankable Document for Edendale was funded from tranche two. It is recommended that this document be finalised and used to showcase the catalytic projects proposed for the area to potential investors for funding support. The document can then

also be used to elevate the Edendale and Vulindlela complexes to provincial and national priority status.

3.8.2 Implementation Protocol

3.8.2.1 GEVDI and the redevelopment of the greater Edendale and Vulindlela areas has taken on a new dynamic in which all spheres of government have given the Msunduzi Municipality their assurances and commitments in realising the objectives set by GEVDI.

3.8.2.2 The Municipality has entered into various memoranda of agreements with national and provincial departments which gave rise to the establishment of a high level “steering committee”.

3.8.2.3 The drafting of an Implementation Protocol (IP) is substantially advanced. This needs to be concluded with the main government role players in Edendale with other government agencies to follow. The government departments that will form part of the initial IP are the following :

- KZN Department of Human Settlements (DoHS)
- KZN Department of Agriculture and Rural Development (DALRRD)
- KZN Department of Public Works (KZN-Public Works)
- KZN Department of Cooperative Governance and Traditional Affairs (CoGTA) and
- National Treasury

3.8.2.4 The finalisation of the implementation protocol will greatly enhance the Municipality’s ability to make meaningful progress and to ensure the Intergovernmental Committee can rely on the commitments made together with agreed timelines and it is recommended that this be finalised and signed by all parties.

3.8.3 Valuation Policy Guideline

3.8.3.1 A valuation policy was published by the Municipality in 2018. The Edendale area however exhibits specific circumstances that give rise to the need for a specific guideline for valuations undertaken in Edendale.

3.8.3.2 The most compelling factor informing this guideline is that the private land in Edendale is owned by African people dating back to the late 1800’s and where, as a result of the apartheid era, their land has been materially compromised and/or eroded causing their owners to suffer a diminishment of their constitutional entitlements to their properties. The Municipality and accordingly also GEVDI have experienced challenges from such private landowners as to the methodologies employed for property valuations. This is further exacerbated by the the material differences in property values determined by the methodology employed since 2002 and the Municipality’s General Valuation Roll. The Municipality accordingly has reviewed these issues.

3.8.3.3 A detailed valuation policy guideline which caters to the situation in Edendale has been compiled and adopted by the Municipality. This valuation guideline policy is being used by all the Valuers working on the GEVDI project. The valuation guideline policy requires the valuation benchmark report to be reviewed and updated annually and it is recommended that GEVDI continue with this annual update.

3.8.4 Architectural Design Guide Portfolios

3.8.4.1 There were various design guides required for the Edendale Town Centre area and immediate surroundings. These design guides give an architectural impression of the proposed new buildings and how they fit into the surrounding environment. These design guide portfolios are used as baseline studies and for marketing and fund raising for the development of the Town Centre leading to the ennoblement of land in Edendale.

3.8.4.2 A notable achievement by the GEVDI team was to get buy in from National Treasury for the funding of the pre-feasibility study for the Civic Centre using the architectural design guide portfolios to showcase the vision for the Town Centre

3.8.4.3 The Architect on the project undertook the following during the second tranche funding period :

- Amendments to the Town Centre built form map
- Minor amendments to the existing design guide portfolio for the SMME workshop complex
- Minor amendments to the existing design guide portfolio for the mixed-use precinct
- Major amendments to the existing design guide portfolio for the Civic Centre zone
- Major amendments to the urban design and architectural guideline document
- New design guide portfolio for the zone mixed use buildings with social services
- New development guide portfolio for the Heroes Acre precinct

3.8.4.4 The architectural and engineering team also prepared a report on the high water table in the Town Centre which was required for the Civic Centre pre-feasibility report during the second tranche.

3.8.4.5 The architectural projects that were not completed during this tranche and carried forward to the next tranche are the following :

- New design guide portfolio for the upgrading of existing informal settlements
- Major amendments to the civic zone video

3.8.4.6 It is recommended that GEVDI complete the development of the architectural design guide portfolio for the upgrading of informal settlements and the amendments to the civic zone video in the next tranche.

3.8.5 AWG18 and 10 Year Projects

3.8.5.1 The Msunduzi Municipality, which includes the historically neglected areas of Edendale and Vulindlela, needs to be elevated to provincial and national priority status to increase investment by

all government departments in addressing social infrastructure shortages and enabling economic activity in the region.

3.8.5.2 In order to enhance its priority at provincial and national level the Municipality needed to make a number of submissions to government starting with a presentation to the Provincial Action Workgroup 18 (AWG18) committee. These submissions include the history and status of the region, the need for development in the area and the projects planned over the next decade to meet the objectives of all levels of government.

3.8.5.3 During this tranche a catalogue of projects planned for the greater Edendale and Vulindlela areas was drawn up with estimated budgets and timelines and these were used to compile various reports and presentations for submission to AWG18 and other government committees. It is recommended that the Municipality continue with these initiatives to raise the priority of the region for support and funding from all levels of government.

3.9 Finance and Compliance

3.9.1 Financial Reporting

3.9.1.1 Financial reports were submitted to the KZN Department of Human Settlements to report on the status and spend of the funding received. These reports make reference to both the capital expenditure (CAPEX) and the operational expenditure (OPEX) as well as all interest received and are tied to the financial operating reports of the Municipality.

3.9.1.2 The last financial report submitted to the KZN Department of Human Settlements was for March 2021 and is attached as Annexure E to this document.

3.9.2 Business plan to KZN Department of Human Settlements

3.9.2.1 A submission for the third tranche of funding was made to the KZN Department of Human Settlements per BP2020. This submission was approved and resulted in the Municipality receiving an amount of over ninety eight million rand (R98M) in early March 2021 to continue with land acquisition in Edendale and further the objectives of GEVDI.

3.9.2.2 The submission for the third tranche funding included a schedule of properties to be acquired along with their municipal valuations and acquisition costs. The properties were selected by GEVDI using the GIS and then workshopped with the internal Department of Human Settlements to ensure that the land acquisition programme tied in with the housing roll out programme. The priority projects identified for land acquisition for the third tranche are as follows :

- Town Centre
- Priority housing projects 1 to 5
- Gomora housing project

3.9.2.3 Further funding applications need to be made for the balance of properties required for acquisition and it is recommended that the next funding application be submitted before the start of the next financial year. The projects for which further funding is required for land acquisition include the following :

- Smero/Caluza Extension
- Harewood Extension
- Housing project 7
- Housing project 8

3.9.2.4 The annual funding tranches that were previously transferred to the Municipality were made in the middle of the municipal financial year resulting in the funds being frozen for periods of six months at a time due to municipal roll-overs. This resulted in the project having to stop and then start again when the funds became available at mid-year reviews. It is recommended that any future tranches of funds provided to the Municipality be made multi-year tranches to avoid the funds being rolled over each time.

3.10 Project Management

3.10.1 GeoAfrika had a large project team with a number of specialist resources working on the project. These resources had to be organised and managed to deliver on the activities proposed. The project manager was responsible for engaging with the client on requirements, determining the scope and budget of the requirements, obtaining the necessary approvals, allocating work packages to the specialist resources, trouble-shooting and following up on activities being undertaken.

3.10.2 At the outset of this tranche a schedule of activities and costs (SAC) for all work to be done during the tranche was drawn up based on the requirements of GEVDI. During the course of the project the SAC was adjusted as priorities changed with some of the work items being dropped and new work items added. Some of the activities on the SAC were based on milestone costs while others were based on time cost. The SAC updated to March 2021 is attached as Annexure D to this document.

3.10.3 An inception report was also compiled at the outset of the project and adopted by the Council. This inception report included the project programme and cashflow with the SAC attached as an annexure. The initial project programme was affected by the Covid pandemic lockdown and the freezing of the budget due to the roll-over of the project budget into the next municipal financial year.

3.10.4 The project manager was also involved in setting up the various other schedules that were used to track the detail of all land legal and land acquisition tasks. These detailed schedules are attached as annexures to this document. These schedules were updated at various project meetings.

- 3.10.5 The overall budget was also controlled by the project manager who was supported by a projects coordinator in checking and compiling monthly claims with full portfolio of evidence from all resources working on the project.
- 3.10.6 A task tracking schedule was set up and used by the Project Coordinator in tracking and following up on outstanding tasks. This schedule is attached as Annexure C to this document. It is noted that the administration and follow ups on some matters and tasks being undertaken are best done by in-house officials at GEVDI rather than by external consultants. It is recommended that GEVDI appoint a dedicated official to attend to these administrative matters and follow ups.

4. RECOMMENDATIONS

There are a number of recommendations emanating from the project. For ease of reference these are listed hereunder :

- 4.1.1 The state land reversion matter is being attended to in batches of properties with some properties requiring planning and legal intervention. It is recommended that once the state land reversion matters are fully concluded that an addendum is put in place to record the changes from the original memorandum of agreement.
- 4.1.2 GEVDI is currently under-staffed and the officials attending to land legal matters have a number of other duties and responsibilities at the Municipality. It is recommended that GEVDI employ an official dedicated to attending to land legal matters and following up on tasks required to bring these matters to conclusion
- 4.1.3 The land legal is currently an MS Excel spreadsheet and it is recommended that an electronic workflow system be developed to record all these matters with automatic reminders, alerts and follow ups to ensure that tasks are executed timeously and do not get forgotten or overlooked if there are long passages of time between execution of individual tasks.
- 4.1.4 A dedicated resource is required onsite at the GEVDI office in Edendale to attend to the administration of the land acquisition matters. It is recommended that GEVDI appoint a dedicated internal resource to attend to this with the support of the specialist land acquisition teams.
- 4.1.5 The land acquisition schedule is currently an MS Excel spreadsheet and it is recommended that an electronic workflow system be developed to record all information relating to land acquisition and to track the processes with automatic reminders and alerts.
- 4.1.6 It is recommended that GEVDI appoint an in-house GIS Technician to attend to the basic data capture and map making tasks with only the higher level GIS data capture, analysis and reporting be outsourced to professional service providers.

- 4.1.7 A GIS website and various tracking systems were setup for GEVDI some years ago and are still being hosted on the internet and accessed by users. It is recommended that these systems be upgraded and the data contained within them be refreshed.
- 4.1.8 The cadastral and ownership datasets that form the base layer of the GEVDI GIS was last updated in February 2021. It is recommended that these datasets be periodically updated so they do not get out-of-date.
- 4.1.9 The ArcGIS software loaded on the GEVDI GIS workstation was purchased a few years ago and needs to be upgraded to the latest version. It is recommended that GEVDI maintain this software through the software distributors ESRI South Africa.
- 4.1.10 Two of the Town Planners based at the GEVDI office were sent on GIS training courses with ESRI South Africa to build on their GIS skills. These Town Planners had been exposed to basic GIS while completing their tertiary studies and were sent on an intermediate level desktop GIS course to build GIS capacity at GEVDI. It is recommended that these officials also attend the advanced desktop GIS course once they have built up more experience in using the GIS.
- 4.1.11 It is recommended that a GISC meeting be held as soon as it is possible and these workshop meetings continue to be held on a quarterly basis going forward.
- 4.1.12 A completion of a draft Investment Prospectus / Bankable Document for Edendale was funded from tranche two. It is recommended that this document be finalised and used to showcase the catalytic projects proposed for the area to potential investors for funding support.
- 4.1.12.1 The finalisation of the implementation protocol will greatly enhance the Municipality's ability to make meaningful progress and to ensure the Intergovernmental Committee can rely on the commitments made together with agreed timelines and it is recommended that this be finalised and signed by all parties.
- 4.1.13 The valuation guideline policy requires the valuation benchmark report to be reviewed and updated annually and it is recommended that GEVDI continue with this annual update.
- 4.1.13.1 It is recommended that GEVDI complete the development of the architectural design guide portfolio for the upgrading of informal settlements and the amendments to the civic zone video in the next tranche.
- 4.1.14 During this tranche a catalogue of projects planned for the greater Edendale and Vulindlela areas was drawn up with estimated budgets and timelines and these were used to compile various reports and presentations for submission to AWG18 and other government committees. It is recommended that the Municipality continue with these initiatives to raise the priority of the region for support and funding from all levels of government.

- 4.1.15 Further funding applications need to be made for the balance of properties required for acquisition and it is recommended that the next funding application be submitted before the start of the next financial year.
- 4.1.16 It is recommended that any future tranches of funds provided to the Municipality be made multi-year tranches to avoid the funds being rolled over each time.
- 4.1.17 It is noted that the administration and follow ups on some matters and tasks being undertaken are best done by in-house officials at GEVDI rather than by external consultants. It is recommended that GEVDI appoint a dedicated official to attend to these administrative matters and follow ups.

5. CONCLUSION

- 5.1.1 There must be a conscious recognition that the land legal challenges in Edendale have primarily arisen from the extremely poor administration of land matters pre-1994. Whilst the groundwork for resolution of this poor land administration has been successfully completed during the previous grant funding periods, some individual matters remain a challenge that will still take some time to fully resolve.
- 5.1.2 The interim grant funds received from the KZN Department of Human Settlements has greatly assisted GEVDI in resolving historical land legal matters and taking significant steps forward in meeting the objectives of BP2020. All the work undertaken is leading to improvement in human settlement, security of tenure and economic growth and development all of which will improve the quality of life of the people of Edendale.
- 5.1.3 Some of the specific achievements made or matters attended to using the second tranche grant funds include the following:
- The acquisition of 53 properties totalling 144.77 hectares in extent that will result in the full disbursement of the CAPEX.
 - Submission of an interim business plan for the third tranche of funds to KZN Department of Human Settlements leading to the approval and transfer of ninety eight million rands (R98M) to the Municipality
 - The reconciliation and review of all outstanding land legal matters and setting up of a “Master Land Legal” schedule with tasks, resources and timelines required to bring these matters to conclusion
 - Attending to and progressing a number of land legal matters.
 - Capacity building and training of officials at GEVDI in the use of the GIS, in the undertaking of land acquisition and resolving of land legal matters
 - Placement of a GIS Intern / Junior Planner for onsite work at the GEVDI office in Edendale
 - Provision of GIS support to the project and updating of the GIS cadastral and ownership datasets twice during this period

- Finalisation of the valuation policy guideline and benchmark report
- Attending to the second batch of reversion transfers with the Department of Public Works
- Completion and amendments to various architectural design guide portfolios for the Town Centre
- Procurement of hardware required for the GEVDI office which included an external hard disk drive for backups and data projector for presentations
- Keeping Councillors and communities informed of activities of GEVDI and the Municipality

5.1.4 The momentum that has been built up must not be lost as there is still much more work to be done over the coming years to fully realise the objectives of BP2020 and the long term vision of GEVDI. Capacitating GEVDI and further building on the skills of officials is of paramount importance to this along with the use of technology and the setting up of systems to guide and support all activities undertaken. This can then be supplemented by the use of external consultants and specialists as and when required for the undertaking of specific projects for GEVDI.

6. Annexures

Annexure A: Land legal tracking schedule

