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Department:
Provincial and Local Government
REPUBLIC OF SOUTH AFRICA

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Department of Local
Government
Western Cape Province
Republic of South Africa



IDP HEARINGS 2005

PANEL REPORT

CAPE TOWN METROPOLITAN MUNICIPALITY WESTERN CAPE

Panel Members	Organisation
Mr Patrick Flusk (Chairperson – Morning session))	dplg
Ms. Shanaaz Majiet (Co-Chairperson)	HOD, Department of Local Government, Western Cape
Mr Ashraf Adam	Independent (MCA)
Mr Andrew Boraine	SACN (Chairperson)
Ms Nozipho Jezile	DEAT
Mr Hassen Mohamed	The Presidency
Mr Oupa Mokoena	DBSA
Mr Graham Richards	SALGA (National)
Ms Sinazo Sibisi	Independent (Deloitte Touche)

VENUE: Kempton Park Civic Centre Council Chambers, Ekurhuleni

DATE: 02 June 2005 (Morning session)

1 BACKGROUND TO THE HEARINGS

The Local Government MINMEC meeting held on the 12th November 2004 mandated government to hold nation-wide Hearings on Development Planning. These are scheduled for every district and metropolitan municipality between April and June 2005.

The IDP Hearings take the form of an inter-governmental dialogue around the issues in the districts and metros and are aimed at assessing how the whole of government is prioritising development, allocating resources and implementing in the district and metropolitan areas. It is therefore aimed not only at assessing the municipalities but also provincial and national input and support.

The IDP hearings for the SACN member metros and cities took place from the 30th of May to the 2nd of June 2005 in Kempton Park.

This Panel Response report highlights the most critical issues emerging from the Western Cape SACN Member Hearings (Cape Town Metropolitan Municipality). It acknowledges the context and capacity of the cities and provides the panel's response to development challenges raised.

2 KEY ASPECTS OF INPUT ON THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Director-General of the Western Cape, Dr GA Lawrence, gave a presentation on the provincial growth and development strategy (PGDS). The main points were:

1. The PGDS of the Western Cape has been named "iKapa Elihlumayo".
2. The slogan for integrated government is "Different jobs, same goals, one plan".
3. The PGDS rests on four pillars: economic and spatial improvements, building knowledge and skills, improved human relations, and institutional improvements.
4. iKapa Elihlumayo is aligned to the MTSF.
5. Municipal – provincial engagement is facilitated through grants and transfers to municipalities, various forums, ISRDP and URP, and MOUs.
6. Each sector department has a clearly defined mandate for engagement with municipalities regarding basic infrastructure, community involvement, economic infrastructure, managing land, alignment and coordination, and institutional capacity.
7. The realisation of iKapa Elihlumayo requires sharing concepts and capacity for economic development, shared approach for monitoring progress and impact, involvement by all provincial departments in IDP processes, and shared commitment with the city by politicians and officials at all levels.

3 MAIN FOCUS AREAS OF DISCUSSION

From the information provided the panel notes that:

1. Cape Town is an amalgamation of 39 local authorities into 19 administrations into 7 councils into one unicity council.
2. 7% of the country's population resides here.
3. The economy is about R94b per annum.
4. The 2010 soccer world cup, the property boom and its growing profile as a tourist destination has infused a renewed level of confidence in the city.
5. Over 265 000 families need shelter and services.
6. Approximately 365 000 people are unemployed.
7. There is an annual influx, mainly from Eastern Cape of about 40 000 to 50 000 people.
8. 33% of households (1m people) live below or marginally above the household poverty line.
9. High levels of violent crimes persist.
10. HIV and TB cases are still increasing.

11. The mayor uses a technique known as “The Mayor Listened to the People” to determine what issues are raised by the communities.
12. The current IDP is now in its third phase, which is implementation.
13. On question 1 the following was presented:
 - a) The provision of basic services is linked to several national initiatives: EPWP, urban renewal initiative, CDWs, human settlement plan and urban development zones.
 - b) The poor are assisted with 6 000 litres of free water/month, 4 200 litres of free sanitation/month, 50 units of free electricity, no rates or refuse collection charges for properties less than R50 000, rates rebates for elderly and disabled, and grants towards water / sewerage if property less than R100 000.
14. On question 3 the following was presented:
 - a) Participation is based on seven layers of interaction.
 - b) Ward committees were only established in the first quarter of 2005.
 - c) 130 CDWs are being deployed.
15. On question 4 the following was presented:
 - a) Energy efficiency is practiced, air quality is monitored, there is a wastewise campaign, clean landfill mechanisms are employed.
 - b) Coastal zones and bio-diversity are being protected
 - c) Stormwater drainage is carefully planned, water resources and wastewater treatment are being balanced, water demands are being minimised, recycling is encouraged, effluent is being treated.
 - d) There are multi-sectoral action teams and school and community interventions in the health sector in all districts
 - e) Heritage is being protected.
16. On question 5 the following was presented:
 - a) Management has been re-structured.
 - b) Trading service operating budgets have been balanced and substantially aligned.
 - c) Grant monies to be received in 2005/06 amount to R274m.
 - d) Draft capital budget amounts to R3 806m for 2005/06.
 - e) Salaries and wages are growing at a faster pace than average growth of the economy.
 - f) The political scene has also undergone some changes over the last year or two and this has affected the functioning of the metro.
 - g) Capacity building programmes have been launched which aim to retain certain skills, use selective recruitment as components of a comprehensive talent management programme.
 - h) Skills development programme includes a skills audit, skills gap determination, re-prioritisation of the training budget.
17. On question 6 the following was presented:
 - a) The N2 Gateway project is currently the flagship project in the Western Cape in which provincial and national sector departments are cooperating with the CTMM.
 - b) Several national departments are currently busy with projects in the Western Cape.
 - c) The CTMM's SDF is being developed in alignment with the PSDP and NSDP.
 - d) Several tracts of strategic land are being developed/ redeveloped such as District 6, Wingfield and Culemborg, in partnership arrangements.

After the hearing session (presentations, and questions and answers) was completed the panel came to the following conclusions or made general statements as indicated below:

1. The CTMM has completely obliterated the economic growth and development strategy. There is disappointment because there is no good understanding of the economy but also no understanding of where to spend to turn the CTMM around.
2. CTMM is only focussing on intervening in the so-called 2nd economy, and is certainly not integrating it with the mainstream economy.
3. CTMM is not striking a balance between social investment and public investment and this is not sustainable.
4. There is a worry about the financial sustainability. e.g. funds for the N2 Gateway project will be obtained by CTMM over a 7 year period. Bridging finance will have to be raised locally with interest payable.
5. As far as REDs are concerned it was promised by the EDI that the municipalities would not be worse off.
6. Between the six metropolitan municipalities their RSC levies amounted to R3,433b per annum. As yet there are no clear alternatives. There cannot be any undue delays between the abolishment of the RSC levies and the introduction of an alternative source of funds because this would cause the collapse of certain metros, cities and DMs.
7. CTMM has been isolated from the mainstream IGR for some time now. CTMM needs to be assisted to get to know all the relevant government policies and with regard to bonds, there are lessons to be learnt from Johannesburg.
8. The IDP is not much more than just a document. It is a summary of a collection of wishes, ideas and strategies that are not linked back strategically into the budget. CTMM cannot afford to wait another year to catch up. CTMM needs to be assisted from July 2005.
9. In terms of community participation it seems that there is insufficient understanding of what that really means regarding the content, how it is weighted and how information is fed back to the community. It seems to be a compliance thing. What do we do about it nationally? Is it necessary to produce a set of guidelines? Public participation needs to be thought of as an integrated process that happens continuously and is fed back and forth in a planned way.
10. In terms of the organisation, CTMM has a monolithic structure. There seems to be no concept of how it will work to integrate processes, etc. There is no flexibility. How will interdepartmental projects be handled? The business process is also an issue, as is the political process. Section 53 of the Act defines roles and responsibilities as well as delegation and could be used to clarify who does what. It needs to be done very soon.
11. National sector departments as well as SOEs do not take CTMM seriously. There seems to be no interaction.
12. There is also a poor relationship with neighbouring DMs and LMs.
13. 80% of IGR takes place at middle management levels. Where is the plan for this? How can the personnel be capacitated to do well? What process can be used to facilitate interventions where needed?
14. How are instruments used to integrate and make use of sustainable development?
15. On water demand management – how does CTMM engage with communities and the private sector?
16. On the environment it seems that this is not an integrated function but merely a compliance driven activity.
17. Air quality management is a costly activity and needs to be incorporated into the development strategies.
18. There seems to be a populist approach as opposed to a strategic one.

19. There seems to be a poor working relationship between CTMM and the province.
20. There are leadership problems in the sense that a moral position is taken with regard to people telling CTMM what to do and plans tend not to mean much.
21. The province is busy producing strategies and is starting to engage CTMM and other role-players.
22. There seems to have been a political agenda for the restructuring exercise as opposed to a strategic transformation.
23. People do give you outcomes, but one definitely needs a good structure within which to operate.
24. Communication flow is a problem between different levels within CTMM and between CTMM and the wards. The ward councillors may need to be capacitated.
25. CTMM does not have a financial sustainability strategy.
26. In terms of institutional development there are issues regarding the extent to which the institution has grasped what capacity is required to operate in an integrated manner.
27. There are obviously political issues that impact on the daily functioning of CTMM.
28. At a provincial level there are good intentions, but province has yet to fully understand what this means institutionally.
29. What systems of local government are in place – there has to be a trade-off between top down and bottom up processes.
30. CTMM has acknowledged that it has difficulties to deliver services. The issue is one of balancing economic, social and strategic infrastructure investment. Alignment is critical. A key question is what does government consider as strategic infrastructure?
31. There are transformation aspects around infrastructure. To what extent do they contribute to national strategies?
32. The IDP reflects local needs. No directives from national level are indicated. There are 5-year targets that need to be achieved and performance needs to be monitored along the way regarding the impact that is being made.
33. Capacity needs to be built around monitoring and evaluation.
34. There is revenue stress. MIG and EPWP are restricted grants. How are they utilised? Currently not in a transformational way.
35. A fuller evaluation of human settlements needs to be made.
36. In terms of housing, how does one deal with households as opposed to individuals?
37. Regarding cyclical migration, how does one cooperate around infrastructure needs and how does one accommodate international people coming in and going out all the time?
38. The alignment of the transport plan with multi nodal transport is important.
39. Can CTMM sustain their plans if no skills transfers are taking place?
40. It is important to determine where CTMM is at in terms of gaps and a course needs to be charted in terms of where the CTMM will be in 20 years from now.
41. Planning is being done as if migration will remain static.
42. Scenario planning can be used to determine what resources are required from national.
43. There seems to be a lack of targets. How do some targets link to key drivers?
44. There is a new management team in place. How long should it realistically take for that team to settle down and become effective? What is a realistic expectation of possible outcomes from this team? What impact will the upcoming elections have on the plans of the CTMM? Will CTMM be caught by surprise when events occur?

45. Lessons are being learnt on the N2 Gateway project. There is no time though and to what extent will any planning be compromised?
46. How does the province add value to a strong metropolitan municipality such as CTMM given that their respective budgets are similar, and the province has its own challenges to deal with? If the province cannot offer something to CTMM, then what is the point?
47. How does one look at the capacity within a metropolitan municipality versus a DM versus a LM? It seems that each type of municipality needs at least a minimum key level of capacity in certain fields of expertise.
48. A new level of capacity is needed by metros and DMs for the so-called 2nd generation of IDPs.
49. The province has a suspected skills deficit. One way to address this is cross-provincial learning.
50. Questions relating to the environment were not answered adequately.
51. How can positive engagement between middle management at province and CTMM take place?
52. How is the CTMM held responsible for the IDP? Is it via an annual report or some other mechanism?
53. The IDP is the product of a small team within the CTMM and has not permeated through the organisation yet.
54. The management is new. IDP document has not been tested yet. There are serious challenges ahead to make the institutional structure strategic.

The following table presents a summary of the dialogue between the panel, the Cape Town Metropolitan Municipality (CTMM) and province:

Question / Issue / Comment	Response
The IDP is a tool that should be used for balanced development in addressing spatial development issues.	There is a weakness in our strategy.
Economic growth rate fairly low.	The absence of housing is overwhelming.
Visible lack of an economic growth strategy.	We acknowledge that we have to strengthen the investment in the economic base in a much more concrete and holistic way.
Low investment in economic infrastructure.	Need to achieve a balance between social and economic infrastructure.
In terms of the national scale, lowest percentage of informal settlements.	Land for the potential growth areas has been identified. Processes to get all parcels of land under CTMM control need to be speeded up.
Rate of in-migration lower than in Gauteng, about half.	Investment in the N2 Gateway project will lead to job creation and economic growth. Local communities will be employed using the EPWP principles. This project also addresses the IDP needs expressed by the communities during the consultation process.
Need to create 40 000 jobs per year. How will this be done if sufficient resources are not allocated to achieve this? How will the rates base be grown?	Look at budget. IHS is not about housing alone. We look at integrating human settlements and invest in water, waste and electricity. This in turn attracts investment from external sources.

Question / Issue / Comment	Response
<p>The port has not been mentioned.</p> <p>How will poor people be integrated into the economy?</p> <p>Well-located land has clearly been identified by CTMM, to assist with the integration of development. What support is CTMM getting from the owners of land to facilitate the incorporation of that land into the city strategy?</p> <p>Competitive advantage, etc.</p>	<p>2010 transport network. One of the areas that we are targeting is a Transport Authority. Will pull together initiatives from all spheres of government and the private sector.</p> <p>Inner-city partnership – 39 000 jobs through huge investment.</p> <p>Urban renewal projects in Khayelitsha and Mitchells Plain are stimulating the local economy and providing economic infrastructure.</p> <p>Development along transport corridors is being stimulated.</p> <p>In partnership with TELKOM, the CTMM has the best optic cable network in the country. CTMM is the call centre capital and is attracting investment in this sector.</p>
<p>Role of CTMM in the provincial economy. The CTMM makes up 70% of the provincial GDP, yet the CTMM does not feature very strongly in the PGDS.</p> <p>Lack of disaggregating the space economy.</p>	<p>Film studios, the port, the International Convention Centre are major initiatives with their own issues. Have we integrated these initiatives and determined how they fit into the PGDS. The Province has acknowledged that it is work in progress.</p> <p>Chapter 5 of the IDP deals with economic development. It talks of major mining project (Exploration and mining of oil) along the coast. This will have a major impact on the Western Cape and CTMM with economic spin-offs. Several other projects are also described.</p> <p>Need to sort out issues before acquiring land i.e. have plans in place before deciding what to do where. Need to also sort out land issues before you have a crisis on land invasion. Did have particular processes to address this.</p> <p>CTMM needs to pick up on the 2nd economy issues and how they fit into the bigger picture.</p>
<p>We know our priorities are to grow the economy and we have the NSDP that provides guidelines and principles on how to achieve this.</p> <p>If we want to maximise return on investment, we have to focus on areas of economic potential.</p>	<p>This is the second round of formulation of IDP.</p> <p>Since 2003 a different political party has been running the province.</p> <p>Planning has not yet incorporated all that needs to be included. CTMM is making headway in terms of refinement and improvement of the IDP and is trying to include provincial planning, the principles</p>

Question / Issue / Comment	Response
<p>To what extent have these guidelines and principles informed your planning?</p> <p>What tensions do you need to deal with in applying those principles</p>	<p>of which have not really been included yet.</p> <p>While there is an awareness of the NSDP, those principles have not been incorporated either at this stage.</p> <p>Really need to make an effort of looking at this. CTMM is in touch with Local Government to get assistance.</p> <p>The tension between developing potential as well as social development has been worked through in developing the IDP. Areas of growth have been clearly identified and underpin the 15 – 20 year planning horizon.</p> <p>Pressing needs require proportionally higher investment in social upliftment issues.</p> <p>Have developed a model that we are upgrading. Teams doing research to map issues more clearly. A lot of preparatory work has gone into the IDP.</p>
<p>What challenges has CTMM experienced in attempting to integrate new developments?</p> <p>In terms of the urban renewal programme it seems that it consists of a few large projects implemented by the private sector. What are you doing to turn these projects around into real settlements?</p> <p>The N2 gateway – how will the CTMM and its partners move beyond simply building houses?</p>	<p>There is a shift in approach to restructure and integrate developments.</p> <p>Shifting resources to the fringes of the city and this is reflected in public investment.</p> <p>Renewal projects are not islands of renewal disconnected from the rest of the city.</p> <p>Clusters are being mixed with zones and with corridors to optimise the spatial distribution.</p>
<p>There seems to be over investment in some areas and under investment in others – emerging overtones are starting to come through. This creates hubs of development all over the CTMM.</p> <p>Where do other potential hubs fit into the city strategy.</p>	<p>All investments do pose new challenges.</p> <p>Atlantis has requested that its development potential be unlocked.</p> <p>The N2 gateway project aims to promote social cohesion.</p> <p>There is significant energy and impact being created around the N2 Gateway project, which is creating tensions in communities. This challenges the CTMM to make approaches to outlying communities such as in Atlantis and Ocean View. Meetings are being held with some of these communities to start processes and to promote</p>

Question / Issue / Comment	Response
	social cohesion.
<p>There is abundant capacity in the CTMM but this does not emerge through the IDP.</p> <p>We have not collectively integrated the good work. Needs structure and methodology for integration.</p> <p>It seems as if the CTMM has almost structured itself not to integrate. How is the CTMM setting up the organisation to deal with new work?</p>	<p>Individuals must work cooperatively and in an integrated manner irrespective of structure and position.</p> <p>Multi-disciplinary teams were established to manage the seven mayoral flagship projects. This showed that integration can be achieved outside of the normal structures.</p>
<p>How will the CTMM utilise the land that it owns to achieve social and economic integration?</p>	<p>The current land use policies of the CTMM prevent land from being used appropriately. This is being revised. Once completed, the restitution and land reform processes should be significantly faster. CTMM has vast tracks of land that can be applied. CTMM needs to be developmental in the way that it deals with its own land.</p>
<p>Commendable that the CTMM has strategies on air quality management and pollution management. How does the CTMM translate this into implementation plans?</p> <p>Main pollutants are vehicle emissions and industrial effluent.</p> <p>How is CTMM engaging the private sector to become involved in monitoring and managing pollution?</p> <p>Does the CTMM have partnerships on the grounds of social responsibilities?</p>	<p>CTMM has an Integrated Environmental Management Plan in place, which is very comprehensive. It covers a whole range of issues covered in the questions asked by the panel. It even includes educating citizens about the environment and has an ongoing youth programme in the schools.</p> <p>An environmental task team is aligning the environmental plan with the IDP. Environmental indicators have become sustainability indicators, e.g.</p> <ul style="list-style-type: none"> • Governance • Economic • Social
<p>How does the CTMM engage its citizens on air quality and water demand management?</p>	
<p>What is the strategy for the protection and management of the coastal zone?</p>	<p>Coastal management is a continuous programme.</p> <p>There is a concerted effort to increase the number of blue flag beaches.</p>

Question / Issue / Comment	Response
<p>Beaches are used as tourist attractors. One benchmark that is used is Blue Flag status. The Western Cape has one Blue Flag beach.</p> <p>Does the CTMM have plans to increase the number of blue flag beaches?</p>	
<p>Spatial development framework – How much land is public open space and earmarked for urban conservation / protected areas?</p> <p>Are there indications of pressure to give up this open space land for other land uses?</p>	<p>Don't know off hand how much open space there is. Large tracts have been earmarked for urban conservation. The mountain ranges also form a part of the contribution to conservation.</p>
<p>To what extent has the CTMM applied the objectives of the province in terms of challenges facing the metro.</p>	<p>The CTMM and province are cooperating, but there is room for improvement by the CTMM. It is difficult to manage the demands on and utilisation of revenue.</p>
<p>How have the MIG and EPWP resources assisted the city in addressing the backlogs and economic development in line with the national targets?.</p>	
<p>Based on the budget allocated to human settlement, how sustainable is this for the city going forward?</p>	<p>Lot of room for improvement.</p>
<p>What is the ratio between social and economic infrastructure expenditure?</p>	
<p>As part of the in-situ upgrading of informal settlements over 90 % is for basic services. What is happening with the other 10%?</p>	<p>New rest part of anchor development. Quite successful.</p>
<p>Transportation – 2010 world cup.</p> <p>What are your plans with regard to transport and the extent of cooperation between the CTMM and province and potential impact of the project on current residents and those who will</p>	<p>The CTMM and the province are proud of their preparedness regarding this event. The plan is very exiting and very inspiring. It touches amongst other things on multi-modal transport and typifies a holistic planning approach. The development of corridors and the preparation of stadiums will focus on providing economic benefits to areas of need.</p>

Question / Issue / Comment	Response
migrate here in the meantime? Tensions will be created.	
What is your progress regarding the multi-modal transport plan that is in the June 2005 IDP?	
<p>The CTMM area is under water restrictions and there are challenges in relation to refuse and sanitation.</p> <p>How does the CTMM plan to accommodate the cyclical migration that also impacts on this?</p> <p>Champions regarding social housing?</p> <p>What are the plans for future economic growth?</p>	<p>The CTMM needs to assist the local municipalities to provide infrastructure and services to keep people from wanting to migrate to the city. Obviously being able to derive a livelihood in those areas is equally important to curb migration. The University of Transkei is proceeding with work on this aspect.</p>
What are the sanitation options that you are considering?	
<p>Integrated Information Base</p> <p>Institutional Base</p>	<p>The coordination and integration of budgets are important. An example is the N2 Gateway project where national housing, CTMM and province worked together.</p> <p>There is a cluster system in province to work with the CTMM.</p> <p>There is direct engagement with DBSA, etc.</p>
Lessons from the N2 Gateway project and others?	<p>The N2 Gateway is a pilot project for all spheres of government. CTMM is providing R24m from internal resources. Other spheres are also contributing.</p> <p>The transfer of funding for the project to CTMM is problematic and needs to be accelerated.</p> <p>CTMM has signed MoUs with the private sector such as DBSA, who have earmarked R142m towards the project.</p> <p>CTMM is also looking at other ways to obtain funds. The issue of bonds is being considered and there is an attempt to get a credit rating.</p>

Question / Issue / Comment	Response
<p>Unfunded mandates? Financial sustainability?</p>	<p>Unfunded mandates need to be sorted out at political leadership level. It is hoped that the IGRFB will assist in making this easier to deal with.</p> <p>Committees have been established to determine the impact of the following:</p> <ul style="list-style-type: none"> • The establishment of RED1 in CTMM on 1 July 2005. There is a strong possibility that CTMM will benefit from the division of surpluses from RED1, if and when there are any. Obviously very difficult to determine up front. • RSC Levies that will be abolished. National Treasury has promised that alternative funds will be made available. CTMM has been advised that it will not be worse off! Until then, in the meantime, all levies due will be collected. People may tend to not want to pay their levies and this needs to be closely monitored and followed up. • Unfunded mandates. CTMM is owed more than R1,5b by other spheres. National Treasury has advised CTMM to sign service agreements before embarking on such mandates. In the case of clinics and libraries, CTMM embarks upon these mandates to deal with community demands and needs. This still remains very problematic since it is not always practical to delay things where urgent needs exist.
<p>There are institutional challenges such as escalating staff costs, which form a substantial part of the fixed cost component of the operating budget.</p> <p>There seems to be a lack of re-engineering, service delivery plans and other tools. There is no clear strategy to achieve efficiency and real alignment.</p> <p>Skills development strategy?</p>	<p>The institutional restructuring will be completed by end June 2005. Some good advice in this regard is to “get the right people on the bus, allocate the seats to everybody and then determine the destination of the bus”.</p> <p>The new organisational structure will have its challenges, there are alignment issues to be considered and there is an imbalance in how resources are allocated. All of these will be considered as they arise.</p> <p>Personnel expenditure needs to be reduced by a minimum of 5 %. CTMM has achieved 7% so far. There is no retrenchment policy due to the transformation process. Savings have been achieved by not filling certain posts as well as for example, cost cutting measures such as senior personnel travelling economy class.</p>

Question / Issue / Comment	Response
<p>Transformation is usually a very disruptive process. You are almost bedding down the transformation process. The first to fourth levels of management will be finalised by the end of June and it was indicated that it impacted on the CTMM's ability to deliver services. There will be continuous issues that the organisation will have to respond to, such as elections and section 57 contracts ending and the WSA and the MTA. Is there a plan that recognises the need to accommodate continual changes.</p>	<p>Levels 5 to 24 were placed by December 2004. Once levels 1 to 4 are complete (the CCMA is involved in finalising these levels), the whole structure will be deemed to have been restructured. It is recognised that the process is ongoing. There needs to be a certain minimum stability level for the CTMM to function adequately.</p>
<p>Public participation is a constitutional imperative. What is the impact of genuine community participation?</p> <p>Some formal IGR structures being put in place. Seems as if a lot happens ad hoc. Direct contact, etc.</p>	<p>Public participation is a precarious and tenuous process. It is constantly evolving. We need to find a way of reaching a situation where each individual can say "I had a hand in the decision-making process"</p> <p>Various processes are included in the system such as the balanced scorecard, programme and project planning as an integrated approach, and business planning methodology.</p> <p>To achieve greater integration further measures such as:</p> <ul style="list-style-type: none"> • Matrix planning of management • Decentralised planning at sub-council and ward committee level • Zonal and sectoral plans – partially integrated • Intergovernmental planning forums need to be introduced.
<p>A new dam is a strategically critical resource for the lifeblood of the CTMM. Water deficiency management needs to be a part of the scheme.</p> <p>There is concern about environmental management.</p> <p>Traditional sanitation in some areas of the CTMM is one of the most expensive in the country to provide.</p>	<p>DWAF, DBSA and SACN should all be supportive.</p>

Question / Issue / Comment	Response
<p>Operational maintenance is a critical issue.</p> <p>A sector plan is critical - need to deal with detail – IDP and integrated management tools.</p>	
<p>How does the CTMM prioritise its housing delivery programme?</p> <p>How is migration dealt with. There are 164 informal settlements already.</p>	<p>Prioritisation in housing is extremely problematic.</p> <p>A fair attempt has been made to provide basic services to informal settlements. This far from adequate though.</p> <p>Dangerous conditions still exist in informal settlements. Generally, for every 5000 people there are only five standpipes and for every 15 people there is one toilet. This must affect their human dignity and leads to strife.</p>
<p>CTMM needs to be congratulated on making great strides since the last elections.</p> <p>CTMM needs to grapple with institutional issues and is still grappling with an almost dysfunctional institution.</p> <p>What assistance does CTMM need?</p>	<p>National Treasury has allocated R80m for a restructuring grant.</p>
<p>Leverage private sector resources to assist with air quality management. Understand polluters and potential diseases. Involve the province and national sector departments.</p>	<p>Meetings are being held to discuss climate changes.</p> <p>There is a methane gas project. Will present to the CTMM and use as a launching pad for resources.</p>
<p>Water demand management - various lessons - principles of sustainable development need to have an understanding of amount of land that must remain as open spaces.</p>	

4 CONCLUSION

The city was thanked for its contribution to the IDP hearings and for highlighting the importance of an intergovernmental dialogue. The city and province are encouraged

to strengthen content focused engagement and cooperation to the benefit of economic growth and social upliftment in the province.

SIGNED

**Signature of
Chair:**

Name: Mr Patrick Flusk

Date: National Department of Provincial and Local Government

**Signature of
Co-Chair:**

Name: Ms Shanaaz Majiet

Date: HOD, Department of Local Government, Western Cape