

ALEXANDRA RENEWAL PROJECT



REVIEW SUMMIT 2004 SUMMIT DOCUMENT

2nd and 3rd December 2004



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MESSAGE FROM THE MEC

MESSAGE FROM THE ADF

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Message from the MEC for Housing

The Alexandra Renewal Project is now mid-way in its 7 year implementation programme. Much has been achieved through this important urban renewal project which is, in many ways, piloting the urban node approach comprising the Governments Urban Regeneration Programme. The ARP is piloting the basis on which urban renewal can be used as a mechanism to address sustainable development and poverty alleviation of poor communities.

The past three and a half years have been hard with many challenges to be faced and overcome. Much has been learnt and this is already been applied in other areas like Evaton and Bekkersdaal.

Despite the many achievements of the ARP, it is necessary to reflect on what has been undertaken in the past three years and how to ensure that the next three years are as effective, if not more so. What better way to do this than with the community that is being directly affected by the Project.

I am really pleased therefore to be holding a Summit, in Alexandra, with the community of Alexandra to review the ARP and to plan together the next 3 years.

This Summit is a continuation of a working relationship between the ARP and the people of Alex. My hope is that it will result in even greater cooperation in the years ahead.

Message from the ADF

Definitions

Justice will not be done to this debate unless there is an attempt to first define the terms under discussion in an attempt to create a common ground from which all of us will move. This paper moves from the premise that consensus in this regard is possible. Of course it is not always that there is a single definition of a concept. However this paper will assume that such a definition is possible.

Community is a congregation of people. Ordinarily these people will be brought together by a common factor e.g. Sharing of a locality. Within one community there may be a number of sub-communities glued together to pursue a common goal. A community is therefore a group of people in a particular geographically defined area brought together to pursue a common goal. Within a community there are organized formations, who have assumed a role of the representatives of the community, claiming to be representing the aspirations and the interests of the community. This representative role may play itself out in a number of ways within communities. It may employ principles of representative democracy or participative democracy.

Consultation

Simply put, it means conferring with a group of people or an individual with a view to soliciting their opinion on a matter of mutual interest. What then is the difference between “in consultation with” and “after consultation with”?

“In consultation with” means that a decision maker may consult with a person but ultimately the decision on a particular matter is his or can simply consult on a decision already taken whereas “after consultation with” means that only after consulting and having taken into account the views of the person(s) or group consulted with can a decision be made.

Discussion

What then is effective and meaningful community participation in the governance of the country and in its development?

This paper will draw largely from the RDP document of the ANC. One of the six basic principles of the RDP is that of a people driven process. It asserts that our people are our most important resource.”

The RDP is focused on our people’s most immediate needs, and it relies in turn, on their energies to drive the process of meeting these needs... **Development is not about the delivery of goods to a passive citizenry.** (Our emphasis) It is about active involvement and growing empowerment. In taking this approach we are building on the many forums that our people are involved in throughout the land”

The above paragraph simply illustrates the importance of community involvement in development. It is not simply involvement for the sake of involvement but meaningful involvement through bona fide engagements. For consultation and community involvement to be effective and meaningful, the said community must be adequately capacitated and empowered as uneducated and uninformed involvement and unstructured consultation may impede rather than enhance development.

People-centered and people-driven development necessarily imply that our people must be involved in decision-making processes, the implementation of programmes and in managing this bilateral or even the tripartite relationship involving government, civil society and business. Consultation is an integral part of development and without the thoroughgoing community involvement in matters of development the potential of our people and their resourcefulness will not be tapped on to inform and result in sustainable programmes which will bring about civil pride and a sense of ownership of such programmes by the broader community.

When should consultation be commenced?

Ideally for consultation to be meaningful and far-reaching in its effect it should start immediately after a need for a project has been identified either by government or initiated by the community itself and should be on-going until the finalization of a project and joint monitoring and evaluation should take place. I must warn though against over-consultation which may have adverse and negative effects on progress. The need for consultation and community consultation should not be misconstrued to imply that government should not govern. Governing is the prerogative of government and it should be able to govern though in consultation with its subjects and in the best interests of its citizens.

Consultation is a two-way stream and it is beneficial to both parties. Constant feedback is required and all changes to the original plan should be communicated to the other party timeously and through appropriate means.

Consultation and communication can be done in a number of ways i.e. It can be verbal, through print media and etc. The party communicating to the other must ensure that the medium employed is accessible to the other party. However, despite the nature of the medium used, there has to be constant feedback and interaction between the parties.

The challenges of community participation

- Diverse opinions within communities emanating from community politics and interests resulting in long-winded consultations;
- Over-and/or under-consultation;
- Lack of capacity by the community and technical know-how;
- Disillusionment and apathies;
- Resource constraints;
- Representative instead of participative consultations.

Conclusion

For community participation to be effective and meaningful it has to be purposive and not consultation for the sake of consultation. As to when should consultation commence will be determined by the nature of the projects however irrespective of when should consultation begin and the format it should take, such consultation should be genuine and thoroughgoing.

Proper consultation will get you “buy-in” from the community or the group that you are consulting with, this in itself will create a sense of ownership of the project/s. It means the community will be involved not only at the beginning but long after the completion of the project in many active ways that will still be of benefit to the utilization and protection of the project/s.

Well-coordinated consultation which allows for robust debate and engagement is the only way to a truly community centered and driven sustainable development that will benefit all and sundry.

The purpose of this Summit as outlined earlier is to review progress made thus far. To do this we need to ask ourselves a number of questions and chief amongst those are: What was this programme meant to achieve? Have we achieved that? These are the questions that we should ask answer and ourselves frankly and honestly and to do this we need to engage in a robust discussion and interrogate the programme extensively.

The overall principle underlying this programme was to change for the better the lives of the people of the Greater Alexandra in general and of Alexandrians in particular. Now how could this be achieved? For this programme to truly achieve its objectives, the programme ought to be people- focused and people-centered.

A lot has been achieved but much more could have been achieved if things were done differently. We need to revisit our strategies and sharpen our approaches. Critical strategic interventions are required to map a different way forward.

Challenges of the past years

1. **Coordination or lack thereof**
 - Between the tiers of government;
 - Political leadership;
 - Between the COJ (utilities) and Region 7;
 - Between projects.
2. **Community participation**
 - On what?
 - When does it commence?
 - Why participation?
3. **Funding**
 - Is there adequate funding?
4. **Relationship between ADF and ARP**
 - Was it ideal?
5. **Planning**
 - Was there proper planning?
 - Who planned?

The above-enumerated challenges are the same challenges that are going to beset us in the next phase of this redevelopment process. What is it therefore that we need to do to deal decisively with these challenges? I know that I have raised more questions than answers but this was deliberate order to allow this gathering to ponder these challenges and craft a workable solution thereto. Our collective wisdom will enable us to programme that are implementable with clear deliverables and timeframes.

These should be programmes that will materially change the lives of the people of Alexandra and re-instill that civic pride in all of us. These should be programmes that can all own up and identify with. All this will inter alia require that we revisit our master plan and our implementation plan. A lot of re-alignment and reprioritization of the budget will be required. It should however, be remembered that earlier on in this address I indicated that a lot has been achieved but the aim now should be to achieve even more of tangible results. The planning phase has come and gone and we now need to see a marked improvement in the lives of our people.

FORWARD WITH THE PEOPLE-DRIVEN AND PEOPLE CENTRED DEVELOPMENT.
NOTHING SHOULD BE DONE FOR US WITHOUT US AS WE ARE IN THIS TOGETHER.

1. Introduction

The Alexandra Renewal Project [ARP] is an urban renewal project which aims to fundamentally upgrade living conditions and human development potential within Alexandra. The ARP is being undertaken over 7 years and at the end of September 2004 will be mid-way in its implementation period [3,5 years].

Accordingly a Review Summit is to be held on the 2nd and 3rd of December 2004. The purpose of the Summit is to report back to the Alexandra community on the achievements to date of the ARP, problems experienced and to obtain their input on the proposed way forward. Specifically the Summit aims to:

- Review those projects that are currently being implemented and those that are still planned.
- Review the roles played by different entities or institutions working under the ARP.
- Allow stakeholders the opportunity to prioritize the needs of the Alexandra people

The Summit is being undertaken in partnership with the Alexandra Development Forum.

This report comprises background material for the Summit and includes:

- A message from the MEC for Housing
- A message from the ADF
- **Section 1:** An introduction which outlines the purpose and objectives of the Summit
- **Section 2:** A project overview including background to the ARP, vision and key outcomes, project structure, key achievements, challenges and expenditure
- **Section 3 :** An overview of each functional area being implemented by the ARP detailing projects intended to be undertaken, progress, achievements and challenges and the way forward.
- **Section 4:** Conclusions

2. Project overview

2.1. Background to the ARP

2.1.1 Location

Greater Alexandra is in the north-eastern suburbs of Johannesburg on the banks of the Jukskei River. The area includes Old Alexandra Proper, the East Bank, the Far East Bank, Marlboro Industrial area, Wynberg, Kew and Marlboro Gardens.

The population of the area is about 350 000 people. The area is predominantly residential and has about 4 060 formal houses and 34 000 shacks. In addition there are various other forms of accommodation including hostels, flats and warehouses.

2.1.2 History

Greater Alexandra has a long history. It was established in 1912 when Mr S Papenfus sold the land as freehold plots to black and coloured owners. In 1948 under apartheid, Alexandra became a 'black spot' and was threatened with complete removal. Freehold title was abolished, some families were removed but the majority stayed as tenants of the government. In the 1960's the hostels were built.

The 1980's saw both conflict and development. There were long school boycotts and conflict with the government. However during this time the streets of Alexandra were tarred for the first time and schools, new houses and nearly fifty blocks of flats were built. A new residential area was built on the East Bank of the Jukskei River. Also during this period influx control was removed and people began to move into Alexandra.

The period between 1991 and 1992 was one of communal and political turmoil in which many died or were injured, or displaced from their homes. It was followed by a wide-spread peace process and the elections in April 1994 were peaceful.

Today Greater Alexandra is a distinct community, proud of its identity, history and culture that includes many writers, musicians, sports-persons, business people and politicians.

2.1.3 Characteristic and challenges

In order to obtain an understanding of the demographic characteristics of the population of Alexandra a survey was undertaken in October 2000. The survey comprised 4 280 respondents in 5 different areas of Greater Alexandra [Old Alexandra, the Women's Hostel, Wynberg-Marlboro, the East Bank and the Flats]. The key findings from this survey were as follows:

- **Age:** There are large numbers of young adults in Alexandra:
 - The most significant age group is the 30 to 40 age group which predominates in all areas [over 35% in all areas with 53% occurring in Old Alexandra].
 - The 20 to 30 age group occurs predominantly in Wynberg-Marlboro and the Flats
- **Income:** There are high levels of unemployment [60%]. The lowest incomes occur in Old Alexandra and the Women's Hostel where income levels are below R1 000 per household for 88% of households in the Women's Hostel and 63% in Old Alexandra. The highest incomes are on the East Bank where 55% of household have an income of between R1000 and R2 000 and in the Flats where 45% have an income of between R2 000 and R3 000.

- **Occupation:** The vast majority of residents are unskilled [over 70% in all areas] and there are few professional workers [less than 4% in the East Bank and Flats].
- **Education:** Education levels are generally low. In the Women's Hostel and Wynberg-Marlboro approximately 86% of household heads have Standard 9 or below. In Old Alexandra approximately 96% of household heads have matric or below. On the East Bank and Flats education levels are slightly higher with 50% and 74% of household heads having matric or a diploma respectively.
- **Rentals and urban management:** Many residents pay no rentals at all [approximately 30% of households]. Approximately 29% of households pay below R50 as rent. The highest rentals are paid in the Flats and the East Bank where above R300 is paid.
- **Urban management:** There are high levels of non-payment for local government services. In addition there is generally no urban management in the area resulting in residents ignoring building regulations and zoning laws.
- **Overcrowding:** There is serious overcrowding with extremely high densities. This is particularly significant in Old Alexandra where approximately 70% of households comprise of more than 10 people.
- **Length of stay:** Most residents have occupied their present accommodation for more than 10 years [approximately 62%]. However there are also a sizeable number of households [9%] who have been in the area for less than 1 year, particularly in the Women's Hostel and the Wynberg-Marlboro area indicating that Alexandra is an area where migrants into Johannesburg come.

Given the above the core challenges facing Alexandra are as follows:

- **Governance:** There is no governance within the area. No development frameworks exist and residents do not abide by zoning and by law requirements. The payment for services is minimal. This is further exacerbated by limited capacity in Local Government.
- **Socio economic circumstances:** There are extremely high levels of joblessness, poverty and homelessness. A significant number of households are living in dangerous or overcrowded living conditions resulting in social stress and crime. This reinforces the need for job creation and economic development.
- **HIV/Aids:** The area has significantly high levels of HIV/Aids. This is estimated to be 40%, which is higher than the average for the Gauteng Province as a whole.
- **Youth:** Given the high levels of young people in the area, the needs of the youth both in terms of access to work opportunities and rental accommodation is significant.
- **Mismatch between education levels and surrounding economy:** There is a mismatch between education levels in Greater Alexandra which are generally below Standard 9 and the needs of the surrounding economy which requires high levels of technical ability and education. This indicates the need to enhance the quality and nature of schooling in Alexandra and the need for Adult Education training to enhance adult education levels. The latter is particularly in terms of women and youth.
- **Inability and unwillingness to pay for housing:** The lack of and low rentals being paid and high levels of unemployment indicates that there is an inability and unwillingness to pay for housing.

- **Creation of space:** The high levels of overcrowding and number of household living in overcrowded conditions indicates the need to create space and upgrade the service infrastructure so as to meet the current capacity of the area.

2.1.4 The Alexandra Renewal Project

At the official opening of Parliament in February 2001, the State President announced a seven-year plan to redevelop Greater Alexandra in Johannesburg. The estimated budget for the Alexandra Renewal Project [the Project] is R1,3 billion over 7 years.

The Project is one of the eight original nodes forming part of the Governments Integrated Sustainable Rural Development and Urban Renewal Programmes. These programmes are one of the main vehicles through which the Government is implementing its objectives of sustainable development and poverty alleviation.

A Project Team was established by the Gauteng Provincial Government Housing Department [Provincial Government]. Between January and March 2001, draft proposals were developed in partnership with other Provincial Departments and the City of Johannesburg. Input on these proposals was obtained from a range of stakeholders at a Summit held on the 18 and 19 of April 2001 [the Summit of 2001]. A total of 450 representatives from relevant Community Based Organisations, Non Governmental Agencies, the public and private sectors attended this Summit.

On the basis of the input received at the Summit, as well as further investigation and discussions the proposals for the Alexandra Renewal Project were revised and finalised and have been implemented over the past three and a half years.

The projects outlined at the Summit of 2001 formed the overall programme of action and are therefore the public baseline for the ARP. Accordingly this document reports on progress against the projects identified and discussed at the Summit of 2001.

2.2. Vision and key outcomes of the ARP

The **vision** of the Alexandra Renewal Project is as follows:

The Alexandra Renewal Project seeks to fundamentally upgrade living conditions and human development potential within Alexandra by:

- *Substantially improving livelihoods¹ within Alexandra and the wider regional economy*
- *Creating a healthy and clean living environment*
- *Providing services at an affordable and sustainable level*
- *Reducing levels of crime and violence*
- *Upgrading existing housing environments and creating additional affordable housing opportunities and*
- *Dedensification to appropriate land*

This will be undertaken in a manner which encourages high levels of community involvement, civic pride and sustainable local authority administration.

The desired outcomes that the Alexandra Renewal Project is aiming to achieve after the 7 year implementation period of the project is completed are:

¹ This objective originally read 'substantially reducing levels of unemployment' but has been adjusted to reflect current economic development thinking

- (1) **Substantially improving livelihoods² within Alexandra and the wider regional economy:** The Alexandra Renewal Project seeks to stimulate income-generating opportunities for the economically active population of Alexandra, so as to reduce unemployment. In this way it is envisaged that poverty in the area will be substantially reduced. It will achieve this through:
- Promoting effective economic integration of the Alexandra area into the metropolitan economy.
 - Creating a conducive environment that will encourage investment into the Greater Alexandra area. Such an environment will be safe, secure and well managed. In addition private and public sector partnerships will be formed.
 - Developing, encouraging and supporting SME's in Alexandra.
 - Encouraging widespread skills development amongst residents of Alexandra.
 - Prioritising service providers and job seekers from Alexandra when allocating work generated through the Alexandra Project itself.
- (2) **Effective paid for services:** The Alexandra Renewal Project seeks to provide services that are appropriate and affordable and are paid for. The Project aims to obtain payment levels of 90% and above in terms of all services. It will achieve this through:
- Installing appropriate and affordable services
 - Ensuring that the services provided are effectively managed and that all complaints received are effectively addressed.
 - Ensuring that an accurate and reliable billing system is implemented and that appropriate sanctions are applied for non-payment.
 - Undertaking an education and promotional campaign to encourage residents receiving services to accept their concomitant responsibilities.
 - Developing and implementing an appropriate communications strategy.
- (3) **Safety and security:** The Alexandra Renewal Project seeks to create a safe and secure environment with sufficient policing, criminal justice and emergency services equipment and capacity, so that rates of serious crime and violence are at least 50% below the current levels at the end of the 7 year period. It will achieve this through:
- Increasing equipment and human resource capacity in terms of policing and emergency services.
 - Supporting the establishment of an effective metropolitan policing presence in the Alexandra area.
 - Reviewing and if necessary supporting the upgrading of the criminal justice system's capacities in relation to the Alexandra area.
 - Reviewing and upgrading the disaster management plan.
 - Enhancing community involvement in safety and security
 - Undertaking an education campaign to encourage a respect for life and support of the policing services and emergency services.
 - Providing sensitive and sufficient victim support services.
- (4) **Effective local administration:** The Alexandra Renewal Project will provide and ensure the maintenance of local government services in a manner that is well planned, administered and accountable to the public. It will achieve this through:
- Establishing effective land use and environmental frameworks.
 - Capacity building within local government.
 - The development of effective administrative and regulatory systems and processes.
 - Ongoing monitoring and evaluation of services provided

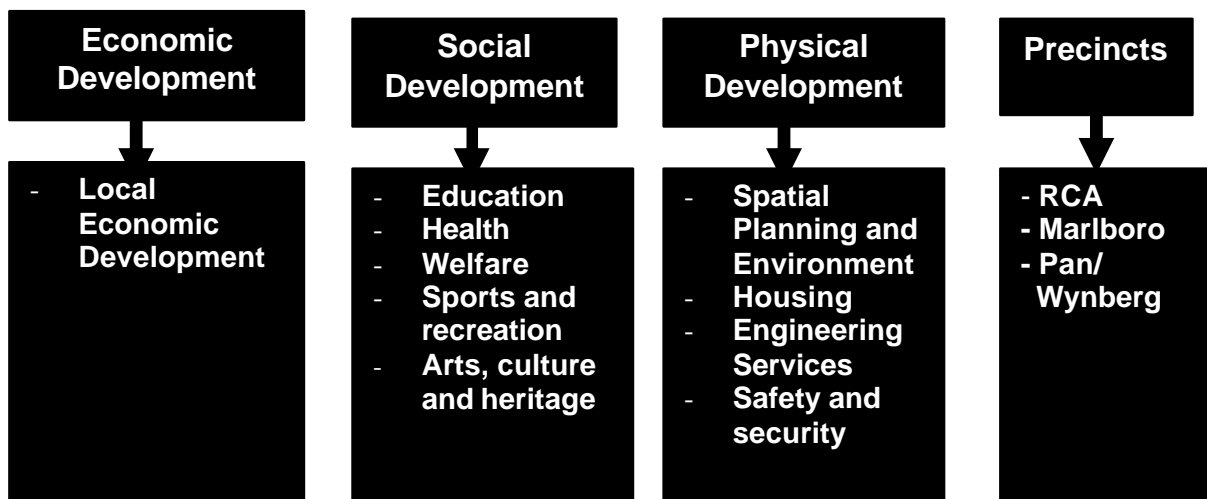
² This objective originally read 'substantially reducing levels of unemployment' but has been adjusted to reflect current economic development thinking

- (5) **A healthy environment:** The Alexandra Renewal Project will create a clean living environment that creates a good quality of life for the residents of Alexandra including parks, clean rivers and air, well-managed utility services and access to effective health and social services. It will achieve this through:
- Upgrading engineering services to appropriate and sustainable standards.
 - Enforcing laws so as to ensure a healthy environment.
 - Undertaking education programmes so as to create a culture of cleanliness.
 - Upgrading access to state and non-governmental health services.
 - Upgrading access to state and non-governmental education and social welfare services.
 - Promoting an effective HIV/Aids awareness, prevention and support campaign.
- (6) **An effective housing environment:** The Alexandra Renewal Project will provide a choice of sustainable and affordable housing with secure tenure that is well regulated in terms of density and quality. In addition it will facilitate the upgrading of existing housing stock and will provide housing to address special needs. It will achieve this through:
- A dedensification programme that provides alternative and affordable housing options on appropriate land.
 - Transfer of publicly owned housing.
 - Establishing a range of ownership, rental and rent to buy housing options.
 - Providing new and affordable housing stock.
 - Facilitating the upgrading of existing stock.
 - Appropriate upgrading/conversion of the hostels and warehouses.
 - Densification of well located low density residential areas.
 - Upgrading or relocation of existing informal settlements.
 - Developing a queuing protocol for eligible Alexandra residents to access a new housing opportunity.
- (7) **Empowered communities:** The Alexandra Renewal Project seeks to create a healthy, empowered, self sustaining community with access to integrated, effective social services. It will achieve this through:
- Integrated and coordinated services with regard to HIV/Aids, social stress and youth development strategies.
 - Upgrade existing and develop a range of new social development services
 - Facilitate and provide access to state and NGO social development services
 - Building the capacity of the community through creating awareness, disseminating information and providing training for community empowerment.
 - Building the capacity of project and community-based staff to equip them with the knowledge and skills required for effective service delivery.

2.3. Project structure

2.3.1 Overall structure

The Project is being implemented as a joint venture between National, Provincial and Local Government. The Project is being undertaken in terms of 4 clusters. Each cluster is divided into a number of functional or areas as follows:



The Project is currently being implemented by a Project Team that is located in an **Urban Regeneration Agency** which was established by the Gauteng Provincial Government, Department of Housing to implement this and other urban renewal projects

The Project Team is an **intergovernmental team** comprising representatives from different spheres and Departments within Government, supported by technical consultants, private and non-governmental organisations. The Project Team is managed by a Core Team comprising staff members who have been appointed on a contract basis by the Department of Housing.

An **overall business plan** has been developed and approved for each functional area. This specifies the overall aims of the functional area as well as the sub-projects to be undertaken. **Project business plan** are developed and approved at the start of each financial year which commences on the 1 April and end on the 31 March each year.

The Project is being implemented on the ground in terms of specific geographic areas or **Precincts**. A Precinct Manager has been appointed in 3 of the Precincts identified, responsible for co-ordinating development.

A **Convenor** who is either an official from Provincial or Local Government is responsible for each Functional area. In addition a **Functional Team** comprising relevant officials and technical expertise has been established in terms of each Functional area to assist in formulating and implementing the functional plans and programmes.

A Consortium of consultants has been appointed to provide technical assistance to the Project with a **Co-ordinator** being responsible for each Functional area.

2.3.2 Roles and responsibilities

The organisations/structures forming the ARP Project Team are as follows:

- The **Housing Department/Urban Regeneration Agency**: This comprises officials appointed by the Department of Housing. These officials have overall project management responsibility for the Alexandra Renewal Project at the Provincial sphere and include:
 - The HOD
 - Acting Chief Director; Urban Regeneration Agency

- Director; Alexandra Renewal Project
 - Director of Finance; Urban Regeneration Agency
 - Alex Project Coordinator
 - Agency Support staff
- **Local Government [Region 7]:** This comprises officials appointed by the City of Johannesburg [Region 7]. These officials have project management responsibility for the Alexandra Renewal Project at the Local Government sphere and include:
 - The Director of Region 7
 - Region 7 – Alexandra Programme Manager [Acting]
 - Region 7 – Alexandra Project staff
 - **Other Provincial and Local Government Departments:** This comprises officials who form part of Government but are outside of the Department of Housing and the Region 7 ARP staff. These officials undertake the role of **Functional Convenors** responsible for formulating and implementing functional projects and programmes. Such officials are generally appointed by another Government Department [Local or Provincial]. The Department of Housing has an agreement with the relevant Department that these officials will perform the role of Functional Convener as one of their functions as specified in their job descriptions/performance contracts.
 - **Consultant/Professional Team:** This comprises the consultant/professional team appointed to provide technical assistance to the Department of Housing so as to implement the Alexandra Renewal Project and includes:
 - Consortium Team Leader
 - Cluster Leaders [3]
 - Functional Team Coordinators
 - Precinct Teams
 - Project Managers
 - **ARP Management structures:** These comprise meetings/structures established to manage the Alexandra Renewal Project and includes:
 - Strategic Management Team
 - Cluster meetings [Socio- Economic, Physical and Precinct]
 - Functional team meetings [11 Teams]/Precinct specific meetings]
 - Project meetings

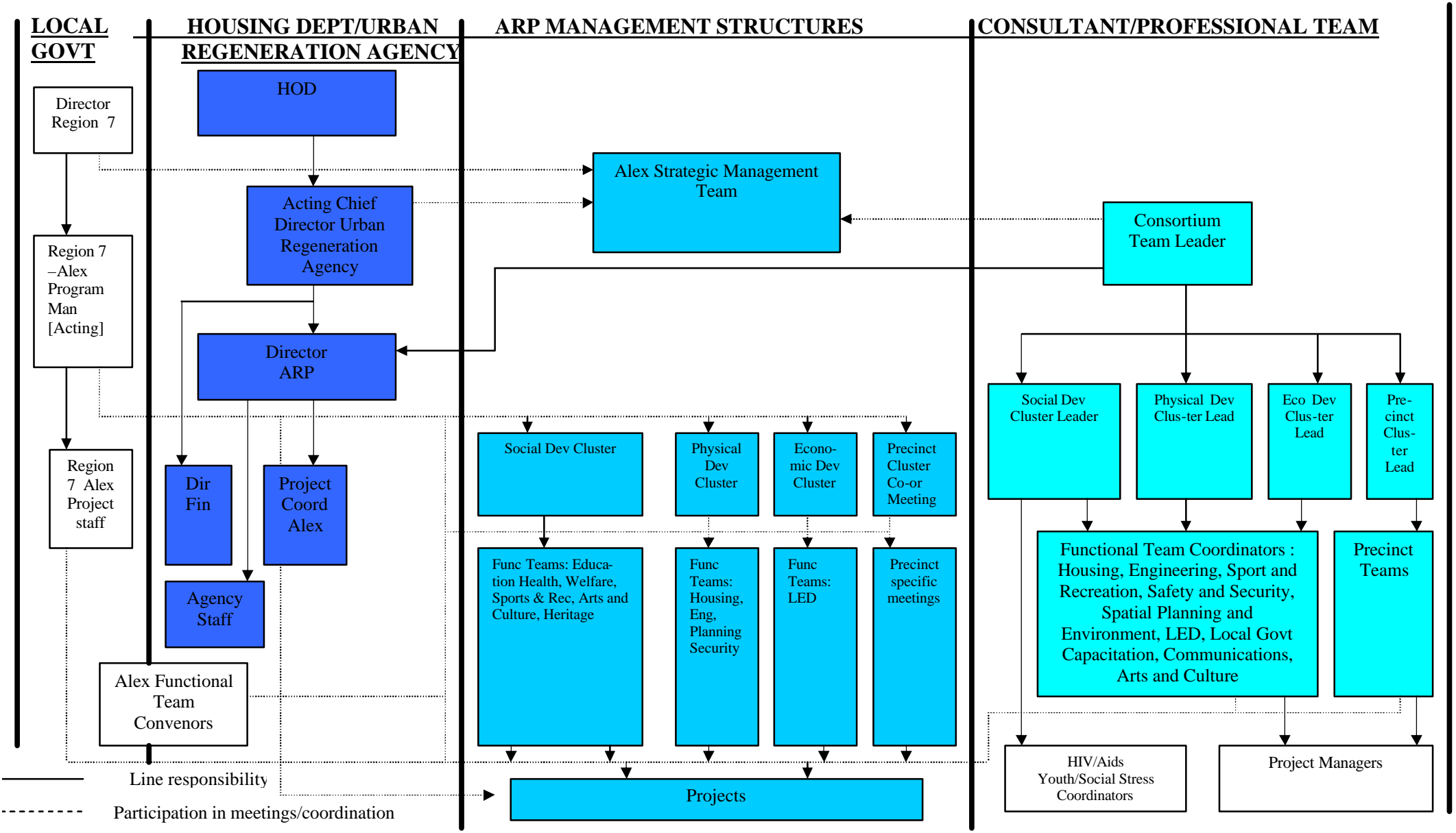
Table 1 sets out the roles and responsibilities of the officials comprising the Housing Urban/Urban Regeneration Agency team, Local Government, and the Consultant/Professional Team in respect of the ARP. Diagram 1 provides an overview of the relationship between these different implementing agencies.

Table 1: Roles and responsibilities of participants in respect of the ARP

Category	Participant	Roles and responsibilities
Housing Dept/Urban Regeneration Agency	HOD	Overall official accountable for the ARP. Accountable to the MEC for Housing
	Acting Chief Director; Urban Regeneration Agency [URA]	Strategic and operational accountability for the ARP. Accountable to the HOD
	Director ARP	Overall operational accountability for the ARP required to manage day to day operations. Accountable to the Acting CEO of the URA
	Director Finance; URA	Day to day accountability for the finance of the ARP Accountable to the CEO of the Urban Regeneration Agency
	Project Coordinator ARP	Reports on day to day implementation of the ARP and monitors compliance to Business plans. Accountable to the Director of the ARP
	Agency staff	This comprises the financial support staff and administrative staff providing a range of services and reporting to the Director Finance, Director of the ARP or Acting Chief Director
	Alex Functional Team Convenors	Responsible for overall functional strategies and formulating and implementing projects and programmes in respect of a particular functional area. Accountable to the relevant Line Department in Province or Local Government.
Local Govt	Director of Region 7	Responsible for ensuring Local Government participation in the ARP. Accountable to the Mayor of Johannesburg
	Region 7 – Alex Prog Mng [Acting]	Responsible for day to day participation in the ARP on behalf of Local Government. Accountable to the Director of Reg 7
	Alex Project staff	Responsible for implementing specific projects and programmes on behalf of or in cooperation with the ARP. Accountable to the relevant Line Department in Local Government.
Consultants/ Professional Team	Consortium Team Leader	Responsible to provide technical assistance to the Acting Chief Director in respect of the implementation of the ARP. Accountable to the Acting Chief Director for the services provided by the Consortium.
	Cluster Leaders	Responsible for coordinating activities and ensuring that project and programmes within the cluster are implemented. Accountable to the Consortium Team Leader and the Acting Chief Director
	Functional Team Leaders	Responsible for providing technical assistance to Convenors so as to ensure that projects and programmes within a functional area are implemented. Accountable to the Consortium Team Leader and relevant Functional Convenor.
	Precinct Managers	Responsible for preparing a development strategy and programme for their precinct, coordinating and monitoring implementation in their precinct, communicating with stakeholders, mobilizing participation and implementing precinct specific projects ³ .
	Project Managers	Responsible for implementing a specific project or programme. Accountability will vary depending on the structure of the project. The relevant Functional Coordinator will oversee the project manager on behalf of the ARP

³ Precinct specific projects are defined as projects that are implemented in a precinct and are specific and unique to that precinct and its stakeholders. Such projects include for example hostel upgrading, Nelson Mandela Yard etc.

DIAG 1 : PROJECT MANAGEMENT STRUCTURES



2.3.3 The role of the community

The ARP recognises the importance of ensuring that the community of Alexandra participate actively in the project. Accordingly a Communication Function has been established to providing efficient and timeous information on the Project, on a regular basis, to all stakeholders and role players.

In addition in order to facilitate community participation in the ARP the Alexandra Development Forum [ADF] has been established. The ADF is a structure whereby all non governmental and community based organisations operating in Alexandra can be represented. The ADF was established in early 2002 and has been operating since.

The ADF operates as a separate entity from the ARP with its own Executive and offices. The ADF is able to critically review the activities of the ARP. The ARP provides a monthly grant to the Forum so that it has the resources to hold meetings, operate an office and appoint staff to run the office.

The management of the ARP meet with the Executive of the ADF at least twice per month. In addition a full Forum meeting is held monthly where the ARP report on progress and present issues for discussion.

In addition to the ADF, fourteen Community Liaison Officers have been appointed. This comprises a team of individuals who live in Alexandra and are recognised community leaders. The Community Liaison Officer are continually available to the community, both to explain issues pertaining to the project, resolve conflicts, as well as feed back views and concerns from the community to the Project Team.

Furthermore a Project Office has been established in the centre of Old Alex. Residents can go to the office to obtain information, make complaints etc.

2.3.4 Procurement of services

The ARP requires a wide range of goods and services including for example:

- Construction and related services
- Professional services for example town planning, engineering, valuations, quantity surveyors, land surveyors etc.
- Implementing agencies and suppliers of goods in the social and human development sector
- Cartage and transportation
- Security related services

In order to ensure that the procurement process is equitable and transparent an Overall Procurement Framework has been developed. This Framework seeks to:

- Find a balance between meeting government regulations and requirements, while at the same time enabling goods and services to be procured quickly and on a basis which provides good value.
- Provide preferential treatment to Alexandra based enterprises and small enterprises owned by previously disadvantaged individuals while ensuring that the contractual rights and obligations of all parties are not undermined.
- Encourage and support entrepreneurial development by empowering small and medium sized businesses.

The above is achieved through the following:

- Where possible, tender requirements and documentation is structured so as to be easy to understand and simple to complete, while at the same time conforming to state procurement requirements.
- Special arrangements are made to inform Alexandra based enterprises of contracts.
- The basis of adjudicating tenders is to award preferential points to enterprises that are owned by previously disadvantaged individuals who live or operate in Greater Alexandra.
- Partnership arrangements between Alexandra-based enterprises or enterprises owned by previously disadvantaged individuals and other non-Alexandra based enterprises are encouraged.

Work is procured on the basis of three mechanisms:

- **Quotation:** Contracts up to an estimated value of R20 000 are procured on the basis of at least three written quotations.
- **Invitation:** Contracts of between R20 000 to R500 000 are procured on the basis of an invitation to submit a proposal.
- **Public tenders:** Contracts of above R500 000 are procured on the basis of a tender process.

With respect to the **public tender mechanism** the process applied is specified in terms of the tender regulations. Tenders are issued in most cases through the relevant line department for a project.

In terms of the **quotation and invitation mechanisms** a **register of service providers** called the **Services Roster** has been established. This Services Roster was established through advertisements placed in leading newspapers in July 2001. The roster is now open and service providers can register on an ongoing basis.

The Services Roster is based on the principals applied by the National Department of Public Works Non Tariff Based Service Providers Roster. The method by which the Roster functions is as follows:

- All organisations applying to be registered on the roster are evaluated to ensure that they comply with key requirements including VAT and Tax payments etc.
- All compliant organisations are categorised in terms of the type of services that they provide.
- Organisations are placed on the Services Roster on the basis of a random, computer generated order. When new organisations are added to the Roster they are added to the bottom of the Roster.
- The way in which organisations are invited to submit proposals for work is as follows:
 - Depending on the size of the contract either the three or five organisations nearest the top of the Services Roster which comply with the criteria for the work to be undertaken are invited to submit quotations. Organisations in Alexandra are invited first, then organisations in Gauteng and then in the rest of South Africa.

- When an organisation has been awarded an assignment it is immediately moved to the bottom of the Services Roster.
- The other organisations that submitted proposals but were not successful are moved to the middle of the Services Roster.

2.4. Key achievements

Table 2 below comprises a summary of some of the key achievements of the ARP. These are detailed more fully in respect of each functional area in Section 5.0 that follows.

Table 2: Summary of key achievements by Functional area

Functional area	Key achievements
Housing	<ul style="list-style-type: none"> ▪ Seven thousand families have been relocated from the banks of the Jukskei River. ▪ Approximately 1200 housing been built in Ext 8 and the Reconstruction Area. ▪ MOU's signed in respect of land parcels in areas surrounding Alexandra. ▪ Approximately 3000 houses have been built for relocation purposes. ▪ A new company to manage rental housing stock established [ASHCO] and three rental housing projects initiated in Marlboro Gardens, Westlake and Frankenwald. ▪ The design, costing and project feasibility phase of the Transfer of Housing and Upgrading of existing houses and backyard shacks in Old Alexandra projects has been completed and implementation of these projects is due to commence.
Engineering	<ul style="list-style-type: none"> ▪ Master planning undertaken for all services [water, sanitation, solid waste, roads, stormwater drainage and electricity]. CCTV inspections undertaken of sewers and stormwater drains and an above ground audit of services. ▪ Bulk water and outfall sewer projects are substantially complete. Approximately 6000 new refuse bins distributed ▪ Gravel roads on the east bank were surfaced, roads in old Alex were repaired, Bridge and first section of London road over the Jukskei doubled. ▪ New roads designed in accordance with the overall transportation plan ▪ Projects for the balance of London Road and the Rautenbach/Watt/Rooseveld link road have commenced. ▪ 6445 new pre paid electrical connections installed and the next phase has commenced. ▪ Large sections of the Jukskei River rehabilitated and eroded banks repaired and protected. Community based cleanup projects undertaken to clean the river of rubbish and solid debris.
Planning & environment	<ul style="list-style-type: none"> ▪ Management framework, urban development framework and local road network framework prepared. ▪ GIS developed ▪ Environmental monitoring and control mechanisms established. ▪ Water and air quality monitoring being undertaken ▪ 5 township registers opened and 5 precinct plans prepared ▪ 5 parks completed ▪ Phases 1 and 2 of the cemetery upgrading has been undertaken ▪ More than 6524 trees have been planted.
Public safety and security	<ul style="list-style-type: none"> ▪ Planning and establishment of a temporary transit area at ext 7 ▪ Development and implementation of Counter Land Invasion Strategy

Functional area	Key achievements
	<ul style="list-style-type: none"> ▪ Development of the Alexandra Transit Village ▪ Participation in the development of the new Alex SAPS Station ▪ Improve conditions and management of the Marlboro Transit Facility ▪ Participation in the development of a nodal point by metro police ▪ Development of the Alex Disaster Management Plan ▪ Training and employment of 800 community volunteers ▪ Development of an agreement of cooperation between Regions 7 and 3
Education	<p>Minor repairs and renovations to 17 schools in Alexandra. The development of the Kwabhekilanga Multi-Code Sport Facility Extensive training undertaken in the schools of teachers, governance bodies, support staff, management and administrative staff. A student forum has been established and learner leadership training has been undertaken as part of the RCL Learner Leadership Project. Resourcing of Early Childhood Development practitioners has been undertaken through the development of resource centres providing training and educational toys.</p>
Health	<ul style="list-style-type: none"> ▪ Most of the clinics in Alexandra are in the process of being upgraded. Skills development of clinic staff is being undertaken. ▪ Three ambulances have been procured to improve delivery to the area. ▪ A HIV/Aids strategy formulated for the area is being implemented. Testing sites have been established and are operational and training on HIV is being undertaken both generally in the community and through the schools. ▪ Care Workers to provide home based care for terminally ill patients have been trained and are operational ▪ Upgrading of Edenvale Hospital has commenced to improve the facilities. In addition training of staff is being undertaken.
Welfare	<ul style="list-style-type: none"> ▪ Welfare Needs assessment survey was undertaken ▪ Community based office set up ▪ Investigation into the viability of integrated management and coordinated social service delivery completed. ▪ Database of service providers in Alexandra has been developed and officials trained in its use. ▪ Funding strategy for the delivery of social services in Alexandra has been developed in partnership with the Department of Social Welfare ▪ 50 project leaders and managers have been trained in project management ▪ An audit of ECD facilities was undertaken and a strategy formulated. ▪ 300 parents trained in effective parenting ▪ A baseline study undertaken on the extent of teenage pregnancy in Alexandra ▪ Basic sexual health and reproductive training undertaken in 8 primary schools ▪ Two offices were constructed at the Brown house facility for abused women and children. ▪ Caregivers and 20 ward committee members trained on HIV/Aids and basic counselling
Local Economic Development	<ul style="list-style-type: none"> ▪ Economic Development Strategy finalized ▪ Local Business Support Centre being established to provide assistance to small and medium entrepreneurs. ▪ Three large economic nodes being developed namely Wynberg, Kew and Pan Africa and plans in respect of these nodes have been finalized. ▪ Implementation of the Pan Africa node commenced ▪ Key sectors identified that offer potential work opportunities for the residents of Alexandra. Cluster Coordinators have been appointed for the construction, retail and personal services and auto sectors. ▪ Centre managers have been appointed for the Employment Opportunity

Functional area	Key achievements
	Services Centre. <ul style="list-style-type: none"> ▪ Training of retailers being undertaken ▪ The Alex Campus is being upgraded to serve as an assessment centre in the auto and transport services. ▪ 180 unemployed matriculants from Alexandra were taken to a Career, Education and Training Exhibition held at Nasrec during February 2004. ▪ Training of contractors is being undertaken on an ongoing basis in tendering for construction and introduction to computer skills. Fifty construction workers underwent training at the Alex Motswedi Centre in bricklaying and carpentry. ▪ Short term gains are being realized through offering work opportunities created through the implementation of the Project to the residents of Alexandra.
Heritage, arts and culture	<ul style="list-style-type: none"> ▪ Design of the Nelson Mandela Yard Precinct has been completed and implementation has commenced. ▪ Tourism route for Alexandra with marking along the route has been developed. ▪ History of Alexandra has been documented through extensive interaction with the community. The history is about to be published in the form of a book. ▪ Visual and performing arts have been showcased extensively since inception through activities like the World Summit on Sustainable Development and the Alexandra 90th Anniversary celebrations.
Sports and recreation	<ul style="list-style-type: none"> ▪ The upgrading of all of the sporting facilities in Alexandra including the Alexandra Stadium, Altek and Three Square has started

2.5. Expenditure

The total expenditure on the ARP for the first 3 years of operations [2000/2001 to 2003/2004 financial years] was R415,56 million. The budget allocation for this period was R419,537 million. Expenditure was therefore at 99% of the budget allocated for the project. The breakdown of the actual expenditure against budget is shown in Table 3 below.

Table 3: Actual expenditure against budget for the first 3 financial years

Funding source	Budget [Rmil]	Actual expenditure [Rmil]
National Govt Funds [Human Settlement Grant]	71,650	63,557
Provincial Govt Funds	252,089	251,999
Local Govt Funds	95,798	100,00
Total	419,537	415,556

In addition to the above amounts there were allocations made totalling over R100 million in respect of the National Subsidy Scheme, Donor Agencies and other Provincial and National Government Departments.

An amount of R235,898 has been allocated for the 2004/05 financial year. Future estimated allocations are detailed in Table 4 below.

Table 4 : Estimated budgetary allocations

	National Govt Funds Human Settlement Grant [Rmil]	Provincial Govt Funds [Rmil]	Local Govt Funds [Rmil]	Total
2004/05	16,898	150,00	69,00	235,898
2005/06	33,90	175,00	35,00	243,9
2006/07	35,93	175,00	35,00	245,93
2007/08	35,93	175,00	30,00	240,93
Total	194,316	927,089	264,798	966,658

2.6. Challenges

The key challenges facing the ARP are as follows:

- **Lack of housing opportunities for relocations:** This is the most fundamental strategic problem facing the ARP. Unless a significant supply [15000 to 20000] of project linked housing units [RDP] are identified to accommodate households who are relocated from Alexandra, the ARP cannot be implemented.
- **Procurement:** There are long delays in the procurement process [about 5 months for advertising to the contract being signed]. This applies both to the roster and the tender process. The problem of procurement is particularly problematic in respect of the Engineering, Education and Planning and Environment functional areas.
- **Funding:** Limited funding is undermining the implementation of the ARP. In this regard the following issues are noted:
 - There is a need to determine the extent to which other Provincial Departments and Local Government are contributing to the project.
 - The project team needs to actively access other funding sources both private, public and donor funding. While previously the project team were discouraged from undertaking this activity, guidelines have recently been put in place in this regard.
- **Local Government Coordination:** There needs to be a stronger partnership formed between Local and Provincial Government and within Provincial Government – with a common vision.
- **Institutional structure:** The institutional structure of the project is complex and diversified and while effective in ensuring the participation of all relevant stakeholders sometimes extends implementation periods due to the need for approval from a range of different structures.
- **Project focus:** The ARP is currently implementing approximately 190 projects and it is felt that it does not have enough prioritisation and focus. Accordingly a process has been undertaken to prioritise the existing projects, so as to ensure that the remaining resources are used to achieve a highly visible and fundamental impact on the physical, social and economic circumstances of Alexandra by the end of the project. The prioritised projects are listed under the functional areas detailed in section 3,0.

3. Functional Area overview

This section comprises an overview of progress and the way forward by Functional area. The following Functional areas are detailed:

- Economic development
- Housing
- Education
- Health
- Welfare
- Public safety and security
- Engineering services
- Spatial planning and the environment
- Arts and culture
- Sport and recreation
- Heritage

The following is detailed in respect of each Functional area:

- **Overview:** This section details the objectives of the Functional area, as well as identifies those projects which were agreed to be implemented by the Functional area at the Summit of 2001
- **Progress report:** This section provides a report on which projects identified at the Summit of 2001 have been implemented and which were not implemented and the reason for this. In addition any new projects being implemented over and above those identified at the Summit of 2001 are detailed and a status report provided.
- **Achievement and challenges:** This section provides a summary of the key achievements of the Functional area, as well as the challenges that it faces.
- **The way forward:** The proposed projects to be implemented in the next 3 years are detailed.

3.1. Economic development

3.1.1 Overview

The Economic Development functional area seeks to:

- Substantially improve livelihoods⁴ within Alexandra and the wider regional economy.
- Promote the creation and growth of small enterprises owned and managed by Alexandra entrepreneurs.
- Foster productive economic linkages between Alexandra and the wider regional economy
- Facilitate the development of skills to enable Alexandra residents to participate in the economy.
- Enhance the stability and growth prospects of the Alexandra and surrounding economy

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Development of Local Businesses:** This project focuses on the development of small and micro business within Greater Alexandra. The programmes to be undertaken include the following:

⁴ This objective originally read 'substantially reducing levels of unemployment' but has been adjusted to reflect current economic development thinking

- Using existing institutions that provide business service provision in Alexandra to facilitate improved and co-ordinated service provision by such institutions.
- Undertaking a business audit of small and medium businesses in Greater Alexandra. Capacity building programmes will be provided that focus on management, financial and tendering skills.
- **Investment attraction, retention and expansion:** This project will focus on promoting new investment and retaining and expanding existing business in the Greater Alexandra area. The following programmes will be undertaken:
 - Business process outsourcing opportunities will be investigated.
 - An Africa trading hub in Alexandra linked to new and existing initiatives such as sport, recreation, entertainment etc. will be established.
 - Links between Alexandra businesses and residents and the growing tourism market in Gauteng will be established.
- **Optimisation of land use:** This project focuses on optimising land use in Greater Alexandra through reinforcing or redeveloping specific nodes and precincts in the area. Programmes to be undertaken include:
 - Existing industrial nodes such as Kew and Wynberg will be developed so as to expand opportunities and stabilise the areas where this is required.
 - Discussions will be undertaken with stakeholders so as to facilitate the development of a common vision for Pan Africa Square, which can then be implemented.
 - Business clustering will be undertaken so as to improve existing businesses opportunities.
- **Other cross-cutting issues:** This project comprises of the following programmes:
 - Advantage will be taken of events that take place from time to time that present a special opportunity for Greater Alexandra. Events that have been identified to date include the World Earth Summit.
 - A partnership will be formed with the Department of Labour to upgrade the services of its Employment Information Centre in the Greater Alexandra area with the aim of creating a local office that provides labour market services in the medium to long term.
 - Training of Local Authority officials and councillors will be undertaken so as to enable them to develop and implement strategies and programmes to foster Local Economic Development in Greater Alexandra.
 - Stakeholder participation will be facilitated to ensure that all stakeholders are kept informed about progress in LED initiatives.

3.1.2 Progress report

3.1.2.1 Project implemented since 2001

- **The Alexandra Business Service Centre** was established in 2003. This centre provides local access to business support services (finance, marketing, information and business linkages). It is a walk-in-centre that assists entrepreneurs who want to start, improve or expand a business. A centre manager was appointed and the refurbishment of the centre in Alex Kopano should be complete by Dec 2004.
- **Business and services register:** This project was completed in 2003. The business audit provided a detailed analysis report on property ownership and use in the Greater Alexandra area, an in-depth situation and gap analysis report and a business and services database. The study employed local field workers, and this created jobs for local people

- **Facilities for informal businesses:** The project managed to facilitate the building of some of the lock up facilities for SME's in the Pan area. We aim to support informal businesses along the main arterial roadways, as well as within any major commercial development.
- **Retail study, Informal sector study, perception surveys, City improvement study, building material suppliers, and construction study.** These were comprehensive studies that used local people as researchers. The studies were completed in 2002 and provided baseline information for most of the projects we are now implementing.
- **Special opportunities:** The World Summit on Sustainable Development held in Sandton presented an opportunity for Alexandra based people. About 1678 Alex based people were employed in terms of catering, crafts and entertainment groups showcased the best of Alex.
- **Pan Africa Trading:** This programme was intended to promote trade into Africa for Greater Alexandra-based businesses. The initial design and research was completed. The project delivered a comprehensive report on Africa Trading Hub options for the Greater Alexandra area.
- **Business process outsourcing:** The design and research is completed. The project delivered a scoping report on the promotion of backroom business services for the Greater Alexandra area, a strategy on a 'business process outsourcing' hub and a comprehensive training and entrepreneurship development strategy. This year we are finalising the appointment of a cluster coordinator and rolling out training in call centre and data processing for those with a minimum of matric.
- **Existing industrial nodes:** The design and research of this project is completed. The objective was to recommend feasible integrated urban management models, and particularly CIDs in industrial areas like Kew, Wynberg, Bramleyview, etc., so as to expand opportunities and to stabilise the areas where this is required.
- **The Wynberg CID** is now a legislated entity, and we are moving into Kew, Marlboro and Pan
- **Employment Information Centre:** The centre was established in 2003 and a Centre manager is appointed. The refurbishment of the centre based at the Thusong Youth Centre will be complete in December 2004.
- **Partnership with the Department of Labour,** as confirmed in a signed Memorandum of Understanding in 2004. This will unlock a strategic relationship to promote long term skills upgrading for Alexandra residents.

3.1.2.2 Project not implemented since 2001

The following projects have not been implemented:

- Care cluster
- Tourism cluster – coordinator in process of being identified.
- Putco upgrading – developers in process of being appointed
- Pan Africa trading – the development of a centre to promote trade by local business into Africa was put on hold
- The development of small retail nodes within Alexandra

3.1.2.3 New projects identified

A number of new projects have been identified and are at various stages of implementation:

- **Construction Cluster:** This project aims at developing a thriving construction businesses that can tender for work in Gauteng and a certified workforce that can get jobs in the wider labour market.

The cluster has already trained 71 contractors from Level 1 to 4 in a skills and business development course for construction workers. The Motswedi Centre is being upgraded as a community college. A building material hub and warehousing facility for building material suppliers is to be established, as well as a construction forum.

The project has opened a tender advice office, provided training and mentorship support to contractors, trained construction workers in bricklaying and carpentry through the Motswedi Centre and assisted them with job placement opportunities.

LED is developing stronger frameworks for local affirmative procurement and for labour intensive construction methods.

- **Auto Cluster:** This project aims at developing a thriving 'after-sales' auto services sector that can attract business outside of Alex and create a certified workforce that can get jobs in the wider labour market

Work to be undertaken includes skills and business development for auto services and trade testing for local mechanics. Alex mechanics are to be relocated into proximate business hives. Critical opportunities for local business in the transport sector will be identified. Central Johannesburg College will be upgraded as a community college.

Progress includes the delivery of training equipment to the Central Johannesburg College, assistance to the college to obtain accreditation by Merseta. In addition RPL assessments and trade testing have been conducted. Candidates have been sent on an apprenticeship programme with the Imperial Group and an Auto Technician Learnership with General Motors.

- **Retail & Personal Service cluster:** This project aims to develop a thriving retail and personal services sector with growing incomes, appropriate business models, and ability to comply with key by-laws.

Work to be undertaken includes skills and business development for small retailers, personal services businesses and informal butcheries. Arrangements are being made to move informal butcheries into appropriate trading facilities to enable bylaw compliance.

The cluster has entered into a joint project with Project Rave to train and provide mentorship to business start-ups and business improvements. The cluster also conducted business management training to informal butchers, personal services and small retailers. A prototype container is being designed for informal butchers.

We are proposing the development of a "Hair and Fashion Emporium" and will seek discussion in the summit and with stakeholders. This could dovetail with tourism development efforts as one product that attracts both locals and foreigners.

- **Tourism Development:** This project aims to develop a thriving tourism sector that links effectively with the rest of Gauteng, develops appropriate business models and products and a certified workforce that can get jobs in the wider labour market.

Work to be undertaken includes a tourism help desk and information kiosk. Property preparation and product development. Skills and business development. Enhancing the capacity of at the Alex Tourism Association. Business linkages to Sandton. Links into the World Cup. This project is directly linked to the Alexandra Tourism Development Project (ATDP) initiated by the Gauteng Tourism Authority, and managed through the Heritage Agency.

- **Wynberg City Improvement District:** This project comprises developing Wynberg as a thriving industrial and commercial area, and encouraging re-investment. The business community have been assisted to establish a CID (includes public safety, improved municipal services). The CID has been registered.
- **Marlboro Business Park:** This project comprises securing one section of Marlboro for remaining businesses to retain employment in the area and establishing a small secure business park. A feasibility report of a business park will be submitted by the end of November 2004.

The Marlboro Precinct Plan has set aside an area that needs to be reinstated as a viable business environment attracting new investment and retaining existing businesses by managing and operating the area as a safe and secure business park as per the Linbro Business Park example. This feasibility aims to determine the physical, functional and operational requirements for a business park, and provide a detailed plan of action to be implemented to make the demarcated area a safe and secure Business Park.

- **Kew Development:** This project seeks to maximise the potential of this area, by piloting a number of options for improved management of the area, including that of a City Improvement District. An investigation carried out by the Kagiso Integrated Urban Management Consortium (KIUM) in 2002 suggested that one or more business precincts could be established in this area.
- **Putco Redevelopment:** This project aims to revitalise Pan Africa square as a central commercial and transport node in the sub-region, promoting reinvestment and employment through the Pan Africa Triangle.

Work to be undertaken includes developing a multi-modal transport facility, formal and informal retail and commercial services and a public square. Upgrading of surrounding public infrastructure. Clean-ups and moving of squatters. In addition promoting the re-establishment of the property market in surrounding area.

3.1.3 Achievements and challenges

The key achievements have included:

- The tender advice office has been opened. Trained (tendering and financial management) and provided site support to more than 26 contractors, eg 26 sub contractors upgraded the Alex cemetery in 2002. Held construction cluster forum workshop. Completed training of 600 candidates and 60 additional candidates commenced in June. Placed 15 construction workers and 14 contractors. Held a construction learnership workshop. Placed 10 women contractors on a mentorship with Meso-ESDA.

- An MOU has been signed with CJC, Merseta and Indlela. Training equipment has been delivered for the CJC Alex Campus. An RPL assessment has been undertaken for 60 candidates and accreditation of training material by Merseta. Trade testing has been undertaken for 10 candidates. Twenty five candidates were forwarded to take part in the selection process of apprenticeship programme by Imperial Group and 39 qualifying candidates forwarded for an Auto Technician Learnership with General Motors.
- A prototype mobile container has been designed for informal butcheries. Trained 60 start-ups and existing retailers through Project RAVE. Trained 20 informal butcheries.
- Mentorship guidelines have been developed that cover diagnosis formats, client meeting and client performance report guidelines. Local businesses have been recruited and trained in business management skills and tender leads have been provided to such businesses.
- 180 ex-matriculants were taken to a career expo. Candidates were sent for training in telesales, furniture making and an IT learnership with Oracle. A job searching and readiness skills training was undertaken for 40 candidates.
- The land previously owned by Putco was purchased by the Provincial Dept of Housing. This land is being held by the Johannesburg Metro's property company, and is being jointly developed by Province and City. A planning framework for the redevelopment of Pan Africa has been completed. The purchased land has been secured. Base level data has been compiled and a preliminary analysis of infrastructure and services has been completed. The land will be developed with a taxi holding facility, a taxi rank, a commercial development for formal and informal activity, and possibly a public square. We expect the construction of the holding facility to begin in the first quarter of 2005. There is also a process to identify all land owners in Pan Africa in order to enable the development of a property market and general upgrading and investment.
- A business park in Marlboro is being investigated and proposals are soon to be finalised.
- The Wynberg City Improvement District has been registered with the City of Johannesburg, and agreed infrastructure upgrading is being implemented.
- Progress in promoting local affirmative procurement and labour intensive methods in construction.

Key challenges are as follows:

- Service level agreement period with cluster coordinators does not coincide with the ARP time frame.
- Procurement delays.
- Affirmative procurement process needs to intensify progress in creating access for small contractors.
- Enhancing community participation in LED programmes

3.1.4 The way forward

The following projects have been prioritised for the next three years:

- Nodal developments:
 - Implement upgrading in Pan Africa, with emphasis on taxi rank and commercial node on Watt Street

- Wynberg City Improvement District
- Upgrading in Marlboro and Kew
- The development of small retail nodes in Alexandra

- Institutional services
 - Employment information centre
 - Local Business support centre
 - Upgrading of Motswedi and Central Johannesburg College (Alex Campus)

- Sector strategies
 - Business process outsourcing
 - Construction cluster
 - Retail and personal services cluster
 - Tourism cluster
 - Automotive cluster
 - Care cluster

- Institutional and Funding Partnerships
 - Dept of Labour
 - UYF
 - The Department of Finance and Economic Affairs will act as “Implementing Agent” offering oversight to enable alignment to provincial economic strategy, as from November 2004.

3.2. Housing

3.2.1 Overview

The Housing Functional area seeks to create a secure and healthy housing environment within an upgraded and well-integrated Alexandra that provides housing choice, is affordable, developed at manageable densities, and is regulated. Such an environment must provide security of tenure and access to basic services, social and economic opportunities.

The overall objective of the housing functional area is to accommodate 350 000 persons within Greater Alexandra through:

- upgrading of existing dwellings;
- de-densification;
- upgrading and redevelopment of free-standing informal settlements that are appropriately located;
- the creation of new housing on greenfield sites;
- redevelopment of hostels; and
- redevelopment of mixed use environments in existing industrial buildings and the removal of households from unsafe areas and inappropriate locations and buildings.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Housing Delivery for Ownership:** This project focuses on providing housing for private ownership through the following sub-projects:
 - ***Upgrading of existing formal stock:*** The upgrading of existing formal housing stock will be facilitated via a precinct development process, supported by the establishment of housing support mechanisms. Mechanisms will include access to finance and technical advice.

- **Development of new housing:** The development of new housing will be promoted via a variety of initiatives including:
 - Facilitating the implementation of housing projects which are already planned (for example Ext 7, RCA, Boikhutsong etc.)
 - Facilitating the initiation of housing projects on land identified as suitable for development (for example Marlboro Gardens Ext 1, other areas on the Far East Bank etc.)
 - Initiating new developments on sites in Alexandra that are currently settled by informal dwellings.
 - Transfer of Publicly owned housing: Publicly owned housing will be transferred into private ownership in terms of the discount benefit scheme. Where necessary conflicting land occupation rights will be resolved so as to enable this transfer to occur.
- **Housing Delivery for Rental:** This project focuses on delivering rental housing options in Alexandra through the following sub-projects:
 - **Oversight of Existing Institutional projects:** a number of projects have already been undertaken or initiated to provide institutional and/or rental options to persons resident in Alexandra. The Alexandra Renewal Project will provide support to ensure that these projects are successfully completed and sustainable in the long-term.
 - **Upgrading and redevelopment of appropriate informal housing:** A proportion of informal housing which has been constructed in backyards and in freestanding locations should be retained, upgraded and redeveloped as rental accommodation.
 - **Redevelopment of hostels:** Conditions in the hostels will be improved so as to create a habitable and pleasant living environment for the occupants.
 - **Redevelopment of warehouses:** The development of Marlboro South as a largely rental housing area will be encouraged. The mechanisms whereby Marlboro South should be developed will be determined through a feasibility analysis and the undertaking of pilot projects.
- **Housing Delivery for Persons with Special Needs:** This project will focus on the development of accommodation for persons with special needs. Research will be undertaken to identify these categories of persons and their accommodation options.
- **Relocation and Resettlement of Households from unsafe and badly situated locations:** This project focuses on relocating persons living in unsafe and badly situated locations to other areas in which alternative and appropriate housing solutions can be provided. This project will be undertaken through the following sub-projects:
 - Jukskei River (three phases)
 - School Sites
 - S'tswetla
 - London Road
 - Jukskei River Tributaries
 - Other informal structures
- **Development of a Transit Facility:** This involves the development of a transit facility so as to accommodate households that are being relocated out of Alexandra and qualify for housing benefits, but whose houses are not yet ready.
- **Land Identification and Development:** This project focuses on identifying, acquiring and developing land either in or close to Greater Alexandra so as to house residents of Alexandra who will be displaced from their current housing arrangements through

dedensification. The focus of this programme will be to develop housing that ensures choice of tenure and provides affordable housing options.

- **Development of an Effective Supporting Environment for Housing:** This project focuses on encouraging the ongoing improvement of housing, including both formal and informal housing. This project includes:
 - **Housing support mechanisms:** At least two (2) housing support centres/ outlets in the project area will be established.
 - **Private finance for housing development and upgrading:** At least (5) five organisations to provide end-user finance in Alexandra to support incremental housing delivery will be identified.
- **Institutional arrangements for effective rental housing management:** Appropriate institutions to manage rental-housing stock in Alexandra will be established.
- **Access to housing subsidies:** Processes will be put in place to assist households qualifying for housing subsidies.
- **Housing Consumer Education Programmes:** Consumer focused education on housing issues will be undertaken to promote a better understanding of individual responsibilities with respect to housing.
- **Housing Regulation and Governance:** This project focuses on the development of a legal and administrative framework for regulating housing allocation, building control and land use management. Sub-project include:
 - The development and administration of effective housing allocation systems.
 - The resolution of land claims
 - The resolution of housing tenure
 - The development of building controls
 - The development of land use management systems
 - The training and capacity building of local government officials.
- **Planning Support for Housing:** This project focuses on developing the physical planning frameworks within which housing will be undertaken including the development and prioritisation of area precincts, the surveying of conditions within each precinct and the development and execution of community participation programmes for precinct based housing projects.

3.2.2 Progress report

3.2.2.1 Project implemented since 2001

- **Housing Delivery (Ownership)**
 - Ext 8
 - Braamfisherville
 - Ext 7 (in final stages)
 - Other options being explored (e.g. Olievenhoutbosch)
- **Housing Delivery (Rental)**
 - Westlake
 - Marlboro Gardens

- Frankenwald
- Waterval Park
- President Place (Marlboro South)
- RCA
- Lombardy East

- **Upgrading and Redevelopment**
 - Hostels
 - Backyard Upgrading
 - Informal Settlements

- **Relocations and Resettlement**
 - Relocation and rehousing of approximately 10500 shack dwellers living in unsafe and badly situated locations. The main areas have included:
 - Jukskei River
 - London Road
 - School Sites
 - Pan Africa
 - Mandela Yard
 - Watt Street
 - Construction of Alexandra Transit Village

- **Development of Effective Supportive Environment for Housing.**
 - Housing Support Services
 - Land Claims
 - Transfer of Houses

- **Special Needs Housing Projects**
 - Bombani Safe House
 - Cluster Homes (Ext 7)

3.2.2.2 Project not implemented since 2001

- **Housing Consumer Education Programmes:** this project will be implemented by the establishment of a Housing Information Office, in terms of the Transfer of Houses process.
- **Housing allocation system:** no system has been developed for the ARP. The housing waiting list is used generally except in special cases where relocated families require rehousing.
- **Development of Building Controls:** addressed in the spatial planning and environment functional team.
- **Land use Management:** addressed in the spatial planning and environment functional team
- **Training and Capacity Building of Local Government Officials:** addressed via the local government function activities.

3.2.2.3 New projects identified

No new projects identified, all projects have fitted into the overall framework presented in 2001.

3.2.3 Achievements and challenges

The key achievements have included:

- Relocation and rehousing of approximately 11 000 shack dwellers from dangerous and hazardous locations, and from areas required for redevelopment purposes;
- Provision of new housing in such areas as Ext 8, RCA and Braamfisherville. Ext 7 for a further 1400 homes will commence shortly.
- Securing of land for rental housing development in Marlboro, Marlboro Gardens, Frankenwald, Westlake and on the Mialand;
- commencement of the Marlboro Gardens, Westlake and Frankenwald projects (5300 rental units in total).
- Identification of other areas for possible housing development and negotiations to secure this land (i.e. K206 area plus other areas)

The key challenges are:

- The successful commencement and completion of the transfer of housing programme. This requires consensus building, community leadership and a commitment to the development of Alexandra.
- Achieving the upgrading and redevelopment of services and housing in Alexandra. Not only is the scale of the challenge enormous but also careful management of local contractors will be critical to deliver the project in time.
- Hostel redevelopment projects to deliver affordable rental options.
- Identifying and developing sufficient land for new housing projects at the pace required.

3.2.4 The way forward

The following projects have been prioritised for implementation in the remaining three years of the ARP:

- Upgrading of existing housing in old Alexandra comprising:
 - Transfer of house project
 - Upgrading of existing houses and backyards project
- Informal settlement upgrading comprising:
 - Relocations/ rehousing
 - Development of new housing
 - Upgrading and development of informal settlements
- Hostel Redevelopment

- Cluster Homes for Abandoned Children

The following projects will be implemented so as to support the priority projects:

- Housing support services
- Housing project management
- Bombani safe house

3.3. Education

3.3.1 Overview

The education functional area seeks to:

- End conditions of physical degradation in schools in Alexandria and create centres of education excellence.
- Encourage schools to become centres of community life within Alexandria.
- Develop the professional quality of the teaching force within the schools in Alexandria.
- Ensure the success of active learning through outcomes based education.
- Build Basic Literacy among adults and youth.
- Create a vibrant Further Education and Training programme to equip youth and adults to meet the social and economic needs of the 21st century.
- Urgently and purposefully address the HIV/Aids emergency within schools.
- Establish dynamic reception year education in all primary schools, co-ordinated within a community network of Early Child Development provision.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Secondary School Development:** This project will focus on improving the existing five secondary schools in Alexandria and developing new schools.
- **Primary School Development:** This project will focus on improving the existing twelve primary schools in Alexandria and developing new schools.
- **Further Education and Training:** This project will focus on developing a Further Education and Training programme within Alexandria. The activities to be undertaken include:
 - Physics, biology, and chemistry laboratories should be established at all secondary schools in Alexandria.
 - Information Technology, Media and Literacy Centres – Computer and media centres should be established in schools in Alexandria
 - Three secondary schools should be upgraded as comprehensive Further Education and Training institutions, with facilities (workshops, laboratories) suitable for the new curriculum.
 - A focused learning programme should be developed for Alexandria secondary school whereby each school should specialise in a specific area.
 - Two technical college facilities with infrastructure suitable for the new Further Education Training curricula (workshops, laboratories) should be developed.
 - An ‘Institute for Art and Culture’ should be established to drive arts and culture development at a Further Education and Training level, this Institute should also be linked to the study of communication.
 - A sustainable School Library System will be developed in Alexandria’s schools. The system will be supported by a library support service located at the Multipurpose

Teaching and Learning Centre. Two educators per school will be trained as school librarians.

- **Community Multipurpose Teaching and Learning Centre of Excellence:** This project will focus on developing a multipurpose teaching and learning centre as a support structure for Alexandra schools and teachers.
- **Mentally and Physically challenged learners:** This project aims at upgrading the physical infrastructure of Nokuthula, which is a school for both the mentally and physically challenged learners in Alexandra.
- **Management Development and Capacity Building:** This project will focus on developing highly skilled and creative leadership within the schools of Alexandra including principals, Heads of Departments etc.
- **Building Stakeholder structures and Community Mobilization:** This project focuses on creating a meaningful relationship between schools and communities through research that involves school teams and the community. This project will also focus on training and developing School Governing Bodies and Representative Councils of Learning so that they have the skills and systems to undertake their school governance responsibilities.
- **Senior Secondary Intervention Project:** This project will focus on a sustainable programme of senior secondary support services to increase the Matric pass and distinction rate among Alexandra learners, with particular emphasis on mathematics and the sciences.
- **Vibrant Adult Basic Education and Training Sector in Schools and Community:** This project will focus on developing a sustainable development plan for an integrated ABET programme in Alexandra based on the existing programme currently in place.
- **HIV / Aids:** This project focuses on addressing the challenge of HIV/AIDS through the schools.

3.3.2 Progress report

3.3.2.1 Project implemented since 2001

Table 5 details the projects implemented since 2001.

Table 5: Projects identified at Summit 2001 and implemented

Project name (Summit 2001)	Achievements
Secondary school development	<ul style="list-style-type: none"> • This project was merged with Primary School Development to become, School Cluster Rehabilitation. • An extensive workshopping process was undertaken and plans have been formulated for each school. • Repairs to all schools have been undertaken. • Difficulties in implementation has occurred in some instances due to the need to relocate informal settlements on school land etc.
Primary school development	
Further education and training	<ul style="list-style-type: none"> • This project is currently being implemented.

Project name (Summit 2001)	Achievements
Community multipurpose teaching and learning centre of excellence	<ul style="list-style-type: none"> This project was renamed Alexandra Teacher Training Centre. After no suitable land was found for the construction of this centre, it was decided that a building would be purchased instead. The purchase has just been finalised.
Nokuthula Development	<ul style="list-style-type: none"> Land acquisition delays and insufficient funds have meant that this projects timeframe and budget have had to be redefined. Implementation is however proceeding.
Management development	<ul style="list-style-type: none"> This project, renamed SMT Development, was successfully run for the first three years. However to increasing budgetary constraints, it has been put on hold to make way for other prioritised projects.
Primary and secondary school educators: Development and support (renamed WSD: OD Educators)	<ul style="list-style-type: none"> This project, has been put on hold due to budgetary constraints, within the functional area.
Extra and co-curricular development and training	<ul style="list-style-type: none"> This project is proceeding.
School governing body Development	<ul style="list-style-type: none"> This project was successfully run for the first three years. However to increasing budgetary constraints, it has been put on hold to make way for other prioritised projects.
Representative Council of learners Development and training (renamed RCL and Leadership)	<ul style="list-style-type: none"> Training programmes run in national Symbols, Citizenship, Financial Management. A Student Forum launched and a Student Festival held.
Information technology, media and literacy centres – support of Gauteng online	<ul style="list-style-type: none"> This project has been redefined, taking into account the Dept's Gauteng Online programme.
Dynamic school library system	<ul style="list-style-type: none"> Books and Library equipment purchased and delivered to schools TV combo's, videos and resource aids purchased for schools.
Foundation phase literacy development	<ul style="list-style-type: none"> This project was successfully run and then taken over by the SETA.
Strengthening mathematics, sciences and technology (ECD: Science and Technology)	<ul style="list-style-type: none"> This project was successfully run with Foundation Phase Teachers from selected schools and is being expanded in Y5.
HIV/Aids	<ul style="list-style-type: none"> Training in schools has taken place.

3.3.2.2 Project not implemented since 2001

Table 6 details the projects identified in 2001 but not implemented.

Table 6: Projects identified at Summit 2001 and not implemented

Project name (Summit 2001)	Comments
Organisation building: school mentorship and support	These projects were cancelled, due to budget constraints and other projects being prioritised.
School and community mobilisation through creative action research	
Building stakeholder structures	
Learning support materials procurement systems	

Project name (Summit 2001)	Comments
Bridging classrooms: centres of excellence for OBE	
Education support services	
Building organisational effectiveness	
Vibrant adult basic education and training sector in schools and community	
Senior secondary intervention project	This project was revised after discussions held at the Summit
Artist in residence and performing arts programme	This project was seen to overlap with the Arts and Culture functional area.
Servicing out of school children	The focus of this project was deemed to fall within the Welfare functional area.

3.3.2.3 New projects identified

Table 7 details new projects identified since 2001.

Table 7: New projects identified

Name	Status	Comments
Sports Programming	Ongoing	<ul style="list-style-type: none"> Schools identified this project as they were in great need of sports equipment, as well as coaching and talent identification within the learnership. Purchased and distributed sporting equipment to all schools Training programmes in coaching at schools.
Multi Code Sport Facility	Ongoing	<ul style="list-style-type: none"> The Rotary Club offered to donate their services in kind to the upgrading. ARP was approached by the Dept. to assist with the project. It is being implemented.
Resourcing of ECD Sites	Complete	<ul style="list-style-type: none"> This project was identified as a key to supplementing the training of ECD practitioners. Equipment was purchased for all sites to assist with teaching and learning.
Career Guidance for Secondary School Learners	Ongoing	<ul style="list-style-type: none"> The lack of knowledge of tertiary and workplace options by learners in secondary school, prompted the implementation of this project to assist them in moving beyond Grade 12.

3.3.3 Achievements and challenges

The key achievements have included:

- Minor repairs and renovations to 17 schools in Alexandra to the value of some R8 million. This included painting, sealing of roofs, upgrading of electrical installations, installation of doors and locks, repairs to ablution facilities and upgrading of burglar bars and gates.
- The development of the Kwabhekilanga Multi-Code Sport Facility
- Extensive training undertaken in the schools of teachers, governance bodies, support staff, management and administrative staff.
- A student forum has been established and learner leadership training has been undertaken as part of the RCL Learner Leadership Project.

- Resourcing of Early Childhood Development practitioners has been undertaken through the development of resource centres providing training and educational toys.
- Most of the land for the new premises for the Nokuthula Special School has been purchased.
- A building has been purchased for the Teacher Training Centre

The key challenges are:

- **Procurement:** This includes difficulties in identifying and sourcing service providers
- **Alignment and internal issues:** The policies and objectives of the other Departments of Provincial Government are often different to those of the ARP resulting in coordination and prioritisation problems.

3.3.4 The way forward

The following projects have been prioritised for implementation over the next three years:

- Nokuthula special school
- Cluster Six Rehabilitation
- Ekukhanyisweni Primary School
- Science and Technology
- Further Education and Training
- Early Childhood Development Programme
- New Primary and Secondary Schools [Marlboro South]
- Teachers Training Centre

3.4. Health

3.4.1 Overview

The health functional area seeks to provide a single, co-ordinated health system that is well managed, effective, and accessible to every resident in Alexandra.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Developing a co-ordinated health service for Alexandra:** This project includes the following:
 - ***Development of an effective District Health management framework:*** This involves bringing together all agencies operating, funding and managing health care to the community of Alexandra so as to co-ordinate health services and streamline decision-making, funding, communication and implementation.
 - ***Development of an effective information system:*** This involves the development of a central health information database that establishes the disease profile and other health indicators for Alexandra and is able to monitor progress against performance measures.
 - ***Upgrading of Edenvale hospital:*** This project aims to improve Edenvale hospital so that it can be used as a referral hospital for Alexandra.
- **Building the capacity of primary health workers:** This project includes the following:
 - ***Capacity building programme for primary care health workers:*** An audit of clinic worker skills will be undertaken, both to determine skill needs and to determine the particular strengths and focus areas of the present clinics. Training to address these needs will then be developed and undertaken.

- **Establishing a holistic programme of staff skills development and morale enhancement.** This programme focuses on staff morale and skill development and includes management and professionalism training for management staff; exposure of staff to the health needs and services of all providers to assist in the co-ordination of activities; and appropriate workplace training and intervention to improve service conditions and approaches for staff members.
- **A communication and awareness strategy**
- **Strengthening primary health care facilities** in Alexandra through co-ordination of service, improved support and resource allocation, improved clinic facilities and secure funding: This project includes the following:
 - Streamlining and co-ordination of clinic services
 - Upgrading of East Bank clinic
 - Investigation into the need for additional clinics
- **Enhancement of emergency medical services:** This involves a community paramedic programme at local neighbourhood level.
- **Reducing the rate of increased spread and decrease the impact of HIV/AIDS through:**
 - Establishing a fulltime AIDS co-ordinator for the Greater Alexandra area
 - An HIV/AIDS education programme
 - Programmes to support behaviour change through optimal management of STDs, widespread condom supply and the promotion of voluntary testing, with allied counselling.
 - A support service for people living with HIV/AIDS
 - Development and enhancement of medical care services for HIV/AIDS
 - Establishment of an AIDS hospice
 - Health support for AIDS orphans and families:
- **Combating communicable disease in Alexandra:** This project includes the following:
 - Establishing an infectious diseases unit in Alexandra
 - An improved and increased immunisation programme
- **Upgrading the quality of care in particular focus areas:** This project includes the following:
 - Improved medical services for children
 - Enhancement of medical services for the aged
 - Development of a policy for the care of the disabled in Alexandra
- **Developing appropriate Mental Health Programmes:** This project includes the following:
 - Outreach programmes for parenting support
 - Develop services for Adult Mental Health needs
 - Psychiatric admissions ward at Edenvale Hospital
 - Facilitating additional psychologists
 - Antenatal and child programme
 - Undertaking child and youth Mental Health services
 - A programme for the raising of residents' awareness of mental health problems and the care of mental health disorders.
- **Providing intersectoral health/welfare and education programmes** to tackle social and allied health needs in Alexandra: This project includes the following:
 - **A school based allied health service** including child mental health professionals linked with schools in Alexandra, a programme of screening the intellectual, physical

and emotional status of pre-school children developed in conjunction with the provision of school-based allied health services and a mentoring service needs to be developed for teachers to identify, refer and intervene in mental health and learning needs of children.

- **Allied health/welfare social health programme** comprising the development of a dedicated Alexandra programme to address social problems including alcohol abuse, rape, violence, abuse, abandonment of children and trauma.
- **Training of community members as caregivers**

3.4.2 Progress report

3.4.2.1 Project implemented since 2001

Table 8 details the projects implemented since 2001.

Table 8: Projects identified at Summit 2001 and implemented

Project name (Summit 2001)	Achievements
Development of an effective District health management framework	<ul style="list-style-type: none"> • Framework developed
Development of an effective Health Information system	<ul style="list-style-type: none"> • This project is underway and aims to integrate, streamline, upgrade & co-ordinate systems for collecting, collating, processing & distributing health information
Upgrading of Edenvale hospital	<ul style="list-style-type: none"> • Planning and designs being drawn • Quantity Surveyors appointed.
Upgrading of Clinics	<ul style="list-style-type: none"> • 4 clinics received generators, air conditions and refrigerators • Car ports built for all clinics • Painting and new toilet facilities at 2 clinics
Establishing a holistic programme of staff skills development and morale enhancement	<ul style="list-style-type: none"> • 3 management staff currently attending Primary Health Care Management and Hospital management Programmes at Wits P&DM
Pharmaceutical procurement and distribution system	<ul style="list-style-type: none"> • This project is currently being implemented.
HIV/Aids coordination	<ul style="list-style-type: none"> • A dedicated Co-ordinator for all HIV/Aids programmes appointed. The first person appointed recently resigned and a replacement is being sought.
HIV/Aids education programme	<ul style="list-style-type: none"> • Workshop held on Prevention of Mother to child Transmission (PMTCT) • Condom demonstration kits purchased and distributed.
Development and enhancement of medical care services for HIV/Aids	<ul style="list-style-type: none"> • This project is currently being implemented.
Improved and increased immunization programme	<ul style="list-style-type: none"> • A Mini survey was conducted • National Immunisation Day was held in October 2001. • Additional nurses were employed to administer the vaccines and numerous volunteers were engaged to assist on the day.
Develop services for Adult mental health needs	<ul style="list-style-type: none"> • Installation of blinds and burglar doors commenced at facility.
Enhancement of health promotion programme	<ul style="list-style-type: none"> • This was a short project held in conjunction with the City around waste and waste disposal.

Project name (Summit 2001)	Achievements
Training of community members as caregivers	<ul style="list-style-type: none"> • 20 people trained as Care Workers • 1 of 20 appointed as a co-ordinator

3.4.2.2 Project not implemented since 2001

Table 9 details the projects identified in 2001 but not implemented.

Table 9: Projects identified at Summit 2001 but not implemented

Project name (Summit 2001)	Comments
Capacity building programme for primary care health workers	This project was incorporated under the Staff Skills project, listed immediately below.
A communication and awareness strategy	This project was never implemented as it was deemed a duplication, since the ARP had a communication strategy.
Streamlining and coordination of clinic services	This project has been on hold pending the final approval of the District Health Framework.
Upgrading of East Bank clinic	This clinic was included along with the upgrading of all the clinics [see above].
Additional clinics	Investigations and discussions with the clinics resulted in a decision that an additional clinic was not required, but rather the upgrading of the existing clinics and the construction of a multi purpose centre.
Community based first aid/community service programme	Due to budget constraints other projects have been prioritised over this one.
Programme to support behaviour change	This project was not implemented as it was felt that it was not feasible.
Support service for people living with HIV/Aids	It was decided that the Multi Purpose Centre would address this project.
Establishment of an Aids hospice	This project was changed to become a Multi care centre, but implementation is on hold until budget is available
Health support for AIDS orphans and families	Due to budget constraints other projects have been prioritised over this one.
Establishing an infectious diseases unit in Alexandra	Due to budget constraints other projects have been prioritised over this one.
Enhancement of medical services for the aged	Due to budget constraints other projects have been prioritised over this one.
Development of a policy for the care of the disable in Alexandra	Due to budget constraints other projects have been prioritised over this one.
Outreach programme for parenting support	This project was removed from the Health Functional area and placed with Welfare.
Psychiatric admissions ward at Edenvale hospital	Due to budget constraints other projects have been prioritised over this one.
Psychologists	Due to budget constraints other projects have been prioritised over this one.
Antenatal and child programme	Due to budget constraints other projects have been prioritised over this one.
Support programme for adolescents	Due to budget constraints other projects have been prioritised over this one.
Peer counselling programme at secondary school level	Due to budget constraints other projects have been prioritised over this one.

Project name (Summit 2001)	Comments
Alex/Tara programme for training community care workers	Due to budget constraints other projects have been prioritised over this one.
Dedicated posts designated for child service	Due to budget constraints other projects have been prioritised over this one.
Integrated approach to children's emotional and social programmes	Due to budget constraints other projects have been prioritised over this one.
Mental Health promotion	This project was included in the Adult and Child Mental Health project.
A school based allied health services	Due to budget constraints other projects have been prioritised over this one.
Allied health/welfare social health programme	This project was deemed not to be necessary since the Health and Welfare portfolio's work through an integrated cluster.

3.4.2.3 New projects identified

Table 10 details new projects identified since 2001.

Table 10: New projects identified

Name	Status	Comments
Ambulances and Emergency Services	Complete	<ul style="list-style-type: none"> 3 ambulances delivered Training of 3 officers undertaken to drive and man ambulances
Employment of Primary Health Care Workers	Complete	<ul style="list-style-type: none"> The Regional Manager requested the assistance of the ARP to employ 8 primary health care nurses for one financial year, after which the City incorporated the nurses into its personnel system
Multi Care Centre	On hold	<ul style="list-style-type: none"> The purpose of the centre will be to provide Alex with a facility for people who are terminally ill.
Home base care programme	Complete	<ul style="list-style-type: none"> 20 people trained and employed as Care Workers Hope Worldwide appointed to act as manager of Careworkers Care workers providing care to families within Alex.

3.4.3 Achievements and challenges

The key achievements have included:

- All of the clinics in Alexandra are in the process of being upgraded. Skills development of clinic staff is being undertaken.
- Three ambulances have been procured to improve delivery to the area.
- A HIV/Aids strategy formulated for the area is being implemented. Testing sites have been established and are operational and training on HIV is being undertaken both generally in the community and through the schools.
- Care Workers to provide home based care for terminally ill patients have been trained and are operational
- Upgrading of Edenvale Hospital has commenced to improve the facilities. In addition training of staff is being undertaken.

The key challenges are:

- Procurement:** This includes difficulties in identifying and sourcing service providers

- **Alignment and internal issues:** The policies and objectives of the Department of Housing are often different to those of the ARP resulting in coordination and prioritisation problems.

3.4.4 The way forward

The following projects have been prioritised for implementation over the next three years:

- Upgrading of Edenvale Hospital
- Youth Friendly Service
- Integration of informal system
- Develop services for adult mental health

3.5. Welfare

3.5.1 Overview

The welfare functional area seeks to promote a socially stable community in Alexandra that enjoys a viable and sustainable quality of life, through the provision of integrated and well co-ordinated welfare and social development services.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Improving the co-ordination and integration of welfare services** through:
 - Improving accessibility to welfare services through the development of a management plan for effective co-ordination and integration of services, the development and implementation of a database of services and service providers, the appointment of additional human resource capacity where needed and the establishment of a social services precinct, including infrastructure development.
 - Promoting co-operative governance within Government and between Government and civil society
 - Transformation and ongoing capacity development of social service workers
- **Preventing social disintegration and promoting people driven development** through communication and information dissemination and supporting community participation
- **Integrate community based care initiatives into child and family support services** through welfare and development services for children between the ages of 0 and 14 years including a School Buddy programme, the establishment of an Early Childhood Development Strategy and co-ordinating the implementation of Life Skills programmes at schools, together with Health and Education.
- **Support the development of a national strategy to respond to youth criminality and youth unemployment** through:
 - Responding to the needs of marginalized youth through crime prevention awareness and training, skills development and employment creation initiatives, development and implementation of an Out-of-School programme and education and support programmes for the prevention of teenage pregnancies
 - Responding to the needs of youth in conflict with the law through the establishment of a one-stop youth justice centre, providing support and statutory services and the development and implementation of anti-gang programmes.

- **Responding to the impact of violence against women and children** through the provision of support facilities, education programmes and dealing with alcohol and drug abuse.
- **Supporting intergenerational and multigenerational programmes** through support and outreach programmes.
- **Promoting the human rights and economic development of people with disabilities** through the provision of support programmes.
- **Promoting the strategy of sustainable livelihoods** through integrated poverty alleviation including facilitation of self help groups and skills development and training programmes.
- **Provision of community based care and support for people living with HIV/AIDS**, as well as dealing with the impact of AIDS deaths through support facilities and programmes

3.5.2 Progress report

3.5.2.1 Project implemented since 2001

Table 11 details the projects implemented since 2001.

Table 11: Projects identified at Summit 2001 and implemented

Project name (2001)	Achievements
Developing a management plan	This project was extended to include the services of a Project Manager for the functional area.
Development of a Database of services	A Database was completed and is held in the Decentralised Office in Alexandra.
Establishment of a social services precinct (Renamed Decentralised Office)	A Decentralised Office was established in Alexandra at the People's Centre in 8 th Avenue
Developing a co-ordinated Management Plan	A Management Plan was developed and informed future projects for the functional area, as well as the Social Cluster co-ordination.
Review and Upgrade a funding strategy	A Funding Model was developed for service providers in the community to guide the Dept of Social Development on how to fund organisations in the future.
Capacity Building of Provincial and Local Gvt. Staff	The training of project leaders was done including the project leaders of the other social development cluster. The project was completed under budget.
Capacity Building of NGO's and CBO's	The training of service providers (NGO's and CBO's) took place with the following sessions being run: Project Management, Financial management, Computer Literacy.
Preventing social disintegration and promoting people driven development	The objectives of this project was included in many of the training programmes under other projects. But not run as an individual project.
ECD Strategy	This project has been implemented each year with varying activities within the ECD sector.
Crime Prevention and Awareness (Renamed Diversion Programme)	This project was implemented and amongst others the following was achieved. Training of Probation Officer in Diversion programmes, Implementation of the SAYSTOP programme which dealt with young sex offenders.

Project name (2001)	Achievements
Out of school youth	This project was implemented.
Prevention of Teenage pregnancies	This project is being successfully implemented through a service provider. Some successes include a support programme for girls re-entering the education system after pregnancy, a decrease in the number of pregnancies and the establishment of an office in Alex from which the service is run.
Establishment and maintenance of community safe houses for abused women and children (Bombani)	Construction of this facility is being funded through the Special Needs Housing budget. Some Board Training has taken place. The Department of Social Development will fund subsequent programmes.
Parenting Skills	Training of 300 Foster Parents in effective parenting skills.
Establishment of a trauma centre	These projects were undertaken as part of the Victim Empowerment Centre Project as well as the Brown House Project referred to below.
Coordination of referral points	
Counselling and support services for men (Renamed Perpetrator Programme)	This project was implemented by a service provider with the following activities: Advocacy, counselling, gender sensitivity training for men around Gender-based violence issues.
Facilitation of Alcohol Anonymous support programmes (renamed Facilitation of substance and drug abuse programmes)	Training of service providers was undertaken in substance abuse and drug related issues to impart relevant skills to deal with these issues within the community. A Drug Action Committee was formulated to promote prevention strategies.
Food Security	This project was implemented in year 1 only and then absorbed into the line function of the Department of Social Development.
Provision of community based care and support for people with HIV/Aids, as well as dealing with the impact of Aids deaths (Renamed HIV/Aids Programme)	This project was implemented with the following activities: Audit of Orphans and subsequent database of orphans within Alex, training of volunteers around community based care and support, training of local groups (councillors and religious sector) around related issues, ECD Practitioners trained, income generation project run for affected, counselling service provided for infected and affected, including bereavement counselling.

3.5.2.2 Project not implemented since 2001

Table 12 details the projects identified in 2001 but not implemented.

Table 12: Projects identified at Summit 2001 but not implemented

Project name (Summit 2001)	Comments
Establishment of a School Buddy programme	This project was seen to be an Education function.
Life Skills with Education and Health	This is seen as a pure integration and co-ordination function within the social cluster
Skills development and employment (14-18)	The focus of this programme was deemed to be that of the LED functional area.
One-stop justice centre	This project has not to date been prioritised as other business plans take precedence each year.
Anti Gang Project	This project was incorporated under the out of school youth project.
Bridging programmes for child prostitutes	Due to budget constraints other projects have been prioritised over this one.

Project name (Summit 2001)	Comments
Reclaiming the Night campaign	Due to budget constraints other projects have been prioritised over this one.
Gender sensitivity in schools	This was deemed better placed within the Education Functional area.
Referrals to rehabilitation centres (Drug and Alcohol abuse)	Implemented as part of the Facilitation of Substance abuse project.
Support and outreach programme for the aged	Due to budget constraints other projects have been prioritised over this one.
Provision of support programmes for people with disabilities	Due to budget constraints other projects have been prioritised over this one.
Facilitation of self help groups	This project was deemed to have an LED focus
Skills Development and Training	This project was deemed to have an LED focus
Poverty Alleviation	This project was deemed to have an LED focus

3.5.2.3 New projects identified

Table 13 details new projects identified since 2001.

Table 13: Additional projects undertaken

Name	Status	Reason identified
Development of a Needs Assessment	Complete	This project was undertaken to establish a baseline from which all future projects would be based.
Social Grants: Awareness and Facilitation	Complete	This project was identified as an urgent need by the community in the Needs Assessment Survey
Resource centre for ECD	Ongoing	This project was motivated on the basis that the surrounding ECD sites have very few resources. This project aims to allow these sites to utilise the equipment and toys without having to purchase them and maintain them.
Victim Empowerment Centre	Ongoing	A service provider was appointed to provide trauma and counselling services at the newly built centre at the Alex Police Station and Brown House.
Brown House	Complete	Refurbishments were made to the facility and a service provider appointed to run programmes.

3.5.3 Achievements and challenges

The key achievements have included:

- A Welfare Needs assessment survey was undertaken
- A community based office has been established.
- An investigation into the viability of integrated management and coordinated social service delivery has been completed.
- A database of service providers in Alexandra has been developed and officials trained in its use.
- A funding strategy for the delivery of social services in Alexandra has been developed in partnership with the Department of Social Welfare
- 50 project leaders and managers have been trained in project management
- An audit of ECD facilities was undertaken and a strategy formulated.
- 300 foster parents were trained in effective parenting

- A baseline study was undertaken on the extent of teenage pregnancy in Alexandra
- Basic sexual health and reproductive training was undertaken in 8 primary schools
- Two offices were constructed at the Brown house facility for abused women and children.
- Caregivers and 20 ward committee members were trained on HIV/Aids and basic counselling

The key challenges are:

- **Procurement:** This includes difficulties in identifying and sourcing service providers
- **Alignment and internal issues:** The policies and objectives of the Department of Housing are often different to those of the ARP resulting in coordination and prioritisation problems.

3.5.4 The way forward

Table 14 sets out the projects that have been prioritised for implementation over the next three years:

Table 14: The way forward – projects to be implemented for next three years

Focus	Projects
HIV Aids	<ul style="list-style-type: none"> • Training of service providers and counselling services • Awareness and training for the community • Group Foster Homes for orphans (Infrastructure and programmes)
Victim Empowerment	<ul style="list-style-type: none"> • Bombani Safe House (Infrastructure) • Services to victims of domestic violence and rape
Reduction in serious / priority social crime prevention	<ul style="list-style-type: none"> • Drop in centre for street children
ECD / Preschools	<ul style="list-style-type: none"> • Child and Family Resource Centre • Resourcing of preschools

3.6. Public safety and security

3.6.1 Overview

The public safety and security functional area seeks to substantially reduce levels of crime and violence, so as to provide an environment which will create safe and secure conditions for all residents and facilitate better quality of living conditions in Greater Alexandra.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Targeted De-densification:** This project involves the relocation of households living in unsafe and badly situated locations and the securing of the land once the relocation has been completed so as to ensure that no further settlement occurs.
- **Basic SAPS Service Delivery:** This project involves building partnerships between 'Business Against Crime' (BAC), Local Industrial and Business Associations, The EMLC and Metropolitan Police Department, relevant Community Police Forums (CPF's), Local hospitals and clinics, the SANDF and sister Departments within the Criminal Justice System.

- **Refurbishment of and logistic improvement to the Wynberg Station:** This project involves new additions to the Wynberg Police Station so as to create a suitable complex for the Detective Branch.
- **Expansions at the New Alex Station:** This project involves expansion to the New Alexandra Police Station.
- **Metropolitan Police Department (MPD):** This project involves establishing and managing a Service Delivery Point (SDP) on the Far East Bank.
- **Building Public Safety Partnerships:** This intervention involves forming partnerships that are conducive to better safety and security conditions within Greater Alexandra.
- **Victim Support Structures (VSS):** This project involves providing support to victims of violent crime for example domestic violence, rape, assault and hijack victims.
- **Improvements to Traffic Safety Services:** This involves the provision of various technical items in order to ensure a professional service.
- **Fire and Emergency Services:** This involves the provision of equipment and vehicles in order that an effective service is delivered.
- **Disaster Management and Transit Camps:** This involves the extension of the Marlboro Transit Camp and development of the Alexandra Transit Village. In addition the development of a disaster management strategy.

3.6.2 Progress report

3.6.2.1 Project implemented since 2001

Table 15 details the projects implemented since 2001.

Table 15: Projects identified at Summit 2001 and implemented

Project description	Completed/ ongoing	Remarks
Targeted De-densification (Relocations)	ONGOING	Joint Housing Public Safety Project
SAPS Service Delivery	COMPLETED	Ongoing with SAPS own resources
Expansions at the New Alex Station	COMPLETED	Improvements for Security externally implemented under separate Project
Metropolitan Police Department (MPD)	ONGOING	Service Delivery Point not established yet. BLE Programme in place/executed
Victim Support Structures (VSS)	COMPLETED at Alex Station	Handed over to Social Services
Traffic Safety Services	ONGOING	Patrol vehicles delivered. Jnr Traf Trg Cen being established
Fire and Emergency Services	ONGOING	Capacity Building for Disaster Management Some repairs completed at Alex Fire Station
Disaster Management and Transit Facilities	ONGOING	New ATV established (527 structures) Extensions to MTF will start Feb 2005
Phase 2 Infra-structure to Public Safety Facilities	ONGOING	Done through focused new Projects

3.6.2.2 Project not implemented since 2001

Table 16 details the projects identified in 2001 but not implemented.

Table 16: Projects identified at Summit 2001 but not implemented

Project description	Remarks
Refurbishment of Wynberg Station	Project was switched to Bramley Station
Logistic improvements at Wynberg Station (Phase 2)	Not done due to construction of New Alex Station
Building Public Safety Partnerships	Not approved

3.6.2.3 New projects identified

Table 17 details new projects identified since 2001.

Table 17: New projects identified and implemented

Description	Progress	Status	Remarks
Counter Land Invasion and Security	No more re-invasions	Metro Police & Contractor on target	Successful Permanent Contractor
Fire Fighting and Protection	Pilot 90% completed	Research findings to be implemented at critical informal clusters	Survey by KCIHT Emerging Enterprise
ATV: Storage	Contractor to be appointed by DOH	All pre-implementation work done. Completion target Nov 05	Construction work should start Jan 2005
ATV: Landscaping	100% completed	Maintenance	Successful
CCTV Surveillance System	Tenders to be advertised	Implementation should commence Apr/May 05	User specs and Tender Doc completed
ATV: Management and Maintenance	Tender advertised 12 Nov/Site mtg 25 Nov 04	Short term contractor appointed. Open Tenders for new Facility Manager	New Managing Agent should be in place by 1 Feb 2005
DISMAN Phase 2 Ext to MTF	Tenders out	Construction to commence Feb 2005	Tenders in Dec – to be adjudicated
Bylaw Enforcement Project	Implementing Programme	Per petual	Implementation of Programme successful
SAPS Single Quarters	Awaiting formal response from SAPS	NOT APPLICABLE	Scoping Survey completed only
Sandringham SAPS	Not completed 60% only	Region 7 Engr agreed to facilitate	Contractor deserted site
Establishment of ATV	Completed 100%	SWP in place to sustain facility	ATV: Kept in order and neat
ALEX SAPS Station Supl Business Plan	Utilization of Facility	Security and Parking Exterior perimeter	80% complete
MTF Management and Maintenance	Contractors Deliver	Facility to be sustained on the model of ATV	CLI Contract. Extended to include MTF Management

3.6.3 Achievements and challenges

The key achievements have included:

- Completion of the Alex Transit Village (Apr 2003), with utilization from Nov 2002.
- Completion of New Alex SAPS Station (Dec 2002) and inauguration of the Station on the 21st March 2003.
- A reduction in serious and priority crimes in Greater Alexandra
- Successful appointment of an Emerging enterprise as the Counter Land Invasion Contractor, including responsibilities for Bye-Law Enforcement and General Security tasks.
- Successful completion of the technical development phase for the CCTV Surveillance Project including the preparation of tender documentation
- Successful prevention of re-invasions following evictions and resettlements from Informal clusters.
- The successful implementation and sustaining of a BLE Work Programmes at Metro Police. Conducting of a successful Disaster Management workshop (21 Oct 2003) and acceptance of Standard Work Procedures based upon classical DISMAN literature
- Procurement and hand over of two patrol pick-ups (bakkies) to Metro Police to facilitate BLE activities, particularly Counter Land Invasion tasks
- The development of a range of ARP policy, strategy, operational and work procedure documentation on Public Safety. This included standard work procedures for the management of Transit Facilities, and Standard Operational Procedures for Relocations
- The creation of an enabling environment (together with Policing Institutions) in Greater Alex for ARP Projects to be implemented under relative safe and peaceful conditions.
- The completion of a Public Perception Survey (Q3 of 2003) on Policing in Greater Alex

The key challenges are:

- To transfer some infrastructure projects to the responsible line departments of relevant institutions
- To maintain strong professional project management skills
- To reduce project administration by rationalisation of reporting procedures and structures
- To seek more gearing funds
- To guard against short cuts in procurement procedures, and to continue with responsible financial control over project expenditure

3.6.4 The way forward

Table 18 sets out the projects that have been prioritised for implementation over the next three years:

Table 18 : Projects to be implemented over the next 3 years

Description	Implementation commenced [Y/N]	Progress	Target date for completion	Remarks
Counter Land Invasion	YES	Monthly targets 130 – 140 Evictions	March 2008	PRIORITY PROJECT
Bye-Law Enforcement	YES		ONGOING	PRIORITY PROJECT
CCTV Surveillance System	YES	Tender Documents (TOR) submitted (24 Nov 04)	March 2007	PRIORITY PROJECT
Relocations	YES	±12 000 relocated to	ONGOING	PRIORITY PROJECT

Description	Implementation commenced [Y/N]	Progress	Target date for completion	Remarks
(HOU + P/S)		Subsidy Houses	PAST March 2008	
Reduction in Serious Crimes	YES	Hi-jacking, rape and murders are down	ONGOING	Intermittent successes Combating of Social Crimes can only seriously start in Apr 2005 Serious crimes have shown systematic reductions
Metro Police Project	YES	Huge improvements and success with Traffic Safety and BLE	ONGOING	The achievements in this project do facilitate the development of Civic Pride
DISMAN (Phase 2) Ext to Marlboro Transit Facility	YES	Tender invitations for Contraction (establishment) out	June 2006	
Better SAPS Infra Structure Refurbishment Bramley Station Improvements at New Alex Station Security and Parking exterior Establish kids Clinic	YES YES	Contractor to be Appointed 80% Completed Design and plan changes awaited from SAPS	March 2007 March 2005 March 2006	
SAPS Crime Prevention Strategy include containment of Social Crimes	YES	Sustainable reduction in serious crimes Social Crimes are Inter-Dept responsibilities	ONGOING	
ATV Storage Facility	YES	Tenders Adjudicated. Appointments by Dec 04	Nov 2005	

3.7. Engineering services

3.7.1 Overview

The engineering functional area seeks to:

- provide the community with affordable, accessible, maintained infrastructure and services, complying with the relevant Acts of Parliament and regulations pertaining to Environment, Conservation, Safety, Health, etc and at a level in accordance with acceptable standards, with a reliable billing and debt collection mechanism;
- provide a level of service directly linked to the targeted population density;
- improve the safety and security of public open spaces by the provision of adequate lighting; and
- maximise employment opportunities for the local community, both during implementation and with on-going sustainable maintenance programmes.

This objective will be supplemented by an on-going educational programme aimed at informing the community on health and safety issues relating to, and the need for, operation and maintenance of the services.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

▪ **Water:**

- **Bulk supply options:** An investigation into the alternatives with regard to bulk supply will be undertaken.
- **Water to each erf:** This involves upgrading water reticulation and installing of metered connections to each stand.
- **Fire provision:** This involves upgrading and replacing fire hydrants to appropriate standards.
- **Preparation of a water master plan:** All information regarding the “as-built” situation will to be consolidated into one overall water master plan, and recorded on an accessible integrated functioning geographic information system.

▪ **Sanitation:**

- **Bulk collector sewers and pump stations:** This involves the construction of a collector sewer immediately above the 1 in 100 year floodline on the West Bank. All sewer lines from the west bank area will be collected by this sewer, which terminates at the existing pump station.
- **Construction of sub-outfall from pump stations to Bruma Outfall:** This sewer will cross under the Jukskei River and discharge into the Bruma Outfall. It will eliminate the pump stations currently located on the banks of the Jukskei River.
- **Upgrading of intersection of Northern and Bruma Outfall Sewers:** The Alexandra area drains into the Bruma Outfall Sewer, which in turn merges with the Northern Outfall Sewer in the Lonehill area. With the additional flow being generated from the Alexandra area, the intersection of these two outfalls is inadequate and needs to be upgraded.
- **Flushing out and checking of capacity of existing collector sewers in the area by means of a camera inspection:** In order to ascertain the location, sizes and condition of the existing collector sewers located along the Jukskei River tributaries, the existing sewers need to be flushed out and a camera inspection carried out.
- **Construction of collector sewers where required:** Depending on the outcome of the camera inspection, and the population to be served in terms of the development and land management framework, this involves the rehabilitation or upgrading of the collector sewers.
- **Sanitation to each stand:** This involves installation of low-flush toilets in a suitable structure.
- **Removal of illegal sewer connections:** This involves a programme to identify and remove illegal sewer connections.
- **Repairing and/or upgrading of existing local sewers:** This involves the upgrading of the local sewer reticulation.
- **Measurement of night flow and protection from stormwater ingress:** This involves the inspection of houses to prevent ingress of stormwater, as well as the measurement of nightflow to ascertain the effectiveness of the prevention of stormwater ingress.
- **Construction of Ablution facilities at public areas:** Ablution facilities will be provided at selected public areas. The facilities will be designed to suit the use of the public area.
- **Sewerage master plan:** All information regarding the “as-built” situation will be consolidated into one overall sewerage master plan, and recorded on an accessible integrated functioning geographic information system.

- **Waste Management:**
 - ***Provide All Families with Refuse Bins:*** This involves the purchasing and distribution of refuse bins to all households to improve the solid waste removal service.
 - ***Construct Transfer Stations:*** Two transfer stations will be developed to compact waste for longer distance transport to a new site in a location yet to be determined, once the Limbro Park disposal site is closed in 5 to 7 year's time.
 - ***Construct local waste collection points:*** Local waste collection points will be identified and developed.
 - ***Recycling centers:*** The current recycling activity must be investigated to determine whether additional recycling centres need to be designed and developed into self-sustaining facilities.
 - ***Public open spaces, streets and stormwater kerb inlets cleaning:*** A programme will be implemented for community contractors to carry out the sweeping and disposal of litter from streets and stormwater kerb inlets, and to pick up litter, rubble and abandoned vehicles in public open spaces.
 - ***Local Offices:*** Local offices will be equipped so that residents can contact the service provider, lay complaints, collect refuse bags, etc. The office will also be used as a base for the monitoring and quality control of the local contractors.
 - ***Overall waste management master plan:*** All information regarding the “as-built” situation will be consolidated into one overall waste management master plan, and recorded on an accessible integrated functioning geographic information system.

- **Electricity:**
 - ***Electrical programme:*** This involves the continuation of the programme to upgrade electrical services in Alexandra, which includes reticulation, streetlights, aesthetic public open space lighting and pre-paid meters.
 - ***Overall electricity master plan:*** All information regarding the “as-built” situation will be consolidated into one overall electricity master plan, and recorded on an accessible integrated functioning graphical information system.

- **Roads:**
 - ***Repair Roads in Old Alexandra:*** This involves repairing the damaged roads in Old Alexandra, after which normal maintenance should again take place, utilizing local contractors where possible.
 - ***Surfacing of Gravel Roads on East Bank:*** All the roads on the East Bank will be surfaced to improve maintenance and stormwater drainage, reduce dust and improve the general quality of life for the residents.
 - ***Construction of Sidewalks:*** This involves the construction of sidewalks for pedestrians to improve traffic and pedestrian safety
 - ***Upgrading of London Road:*** Once people have been relocated, London Road will be upgraded to a standard identified in the Transportation Study.
 - ***Upgrading of London Road Bridge:*** The existing bridge over the Jukskei River at London Road will be upgraded to accommodate additional traffic and in accordance with the Transportation study.
 - ***Replacement of Hofmeyer Road Bridge:*** The existing bridge across the Jukskei River in the Hofmeyer Road area is inadequate in terms of road alignment and access and capacity to pass major floods. A new bridge needs to be constructed at a location to be identified in the Transportation Study.
 - ***Roads master plan:*** All information regarding the “as-built” situation needs to be consolidated into one overall roads master plan, and recorded on an accessible integrated functioning geographic information system.

- **Stormwater:**
 - **Stormwater Quality Management Programme** : This involves monitoring the quality of the water in both the Jukskei River and the tributaries, with appropriate remedial actions being taken where necessary.
 - **Minor System**: This involves constructing the balance of the underground piped system in terms of the existing Stormwater Master Plan.
 - **Construction of Energy Dissipaters**: Energy dissipaters will be designed and installed at locations where stormwater velocities are excessive, thus minimising erosion.
 - **Grids to Kerb Inlets**: All kerb inlets will have grids fitted to minimize the ingress of street litter into the stormwater system.
 - **Stormwater master plan**: All information regarding the “as-built” situation needs to be consolidated into one overall stormwater master plan, and recorded on an accessible integrated functioning graphical information system.

- **Transportation:**
 - **Transportation Study**: This involves the undertaking of a transportation study to identify a hierarchy of roads and facilities required.
 - **Traffic Management Measures**: This involves the implementation of traffic management measures identified in the transportation study.
 - **Construct Taxi Ranks**: After a process of consultation with the community and taxi associations, the transportation study should identify an appropriate location, layout and size of new ranks, including the East Bank area.
 - **Taxi Lay- Byes**: After a process of consultation with the community and taxi associations, the transportation study should identify an appropriate location, layout and size of taxi lay-byes on main taxi routes
 - **Overall transportation master plan**: All information regarding the “as-built” situation needs to be consolidated into one overall transportation master plan, and recorded on an accessible integrated functioning geographic information system.

- **Environment of the Jukskei River and it tributaries:**
 - **Environmental Master Plan**: This involves the development of a detailed environmental plan to ensure that any development or rehabilitation of the Jukskei River floodplain, the Jukskei River tributaries and public open spaces is properly controlled and constructed.
 - **Clean up of the Jukskei River**: This involves the cleaning of the Jukskei River and its floodplain
 - **Rehabilitation of tributaries**: On relocation of the people living in this area, and depending on the decision made regarding the removal or upgrading of the culverts, the tributaries need to be rehabilitated in accordance with the Environmental Master Plan.
 - **Compliance Monitoring Programme**: A programme needs to be implemented to ensure compliance with the recommendations of the Environmental Plan, on an on-going basis i.e. after the interventions have been implemented.
 - **Urban Agriculture/ Muti Gardens/ Hydroponics**: This involves the development of urban agriculture/muti gardens or hydroponics on the banks of the Jukskei River.
 - **Investigation into the redevelopment of old Alexandra Sewerage Works**: An investigation needs to be carried out into redeveloping the old Alexandra Sewerage Works into a facility appropriate to the recreational or educational needs of the community.

- **Capacitation and Maintenance:**

- **Payment for services:** An investigation needs to be carried out on the various options available in the market place with regards to metering of services rendered, billing and debt collection.
- **Educational and Training Programme:** An awareness programme should be developed in conjunction with other functional areas to address pertinent issues including health and safety issues relating to and the use and maintenance of engineering services.
- **Capacity Building within the Local Authority and/or Community:** A programme will be developed in conjunction with other functional areas to capacitate the local authorities and/or community to undertake on-going sustainable maintenance of the engineering services.
- **Development of a maintenance management plan :** A plan should be designed to allow local service providers and contractors to tender for on-going maintenance and monitoring of services within the area
- **Data Recording:** A geographic information system programme will be developed to provide a relevant level of access to all parties including the community to all pertinent engineering and technical information and records relating to the area.

3.7.2 Progress report

3.7.2.1 Project implemented or not implemented since 2001

Table 19 details the projects implemented or not implemented since 2001.

Table 19: Projects identified at Summit 2001

Projects identified [2001 Summit]	Implementation	Comments
Water		
Bulk supply options	Investigation completed Reservoir in Linbro Park and bulk supply constructed	JW funds
Water to each erf	Available Improvements to zone differentiation and pressure valves	JW funds
Fire provision		Adequate provision except where residents have constructed structures over fire hydrants
Preparation of water master plan	Completed	
Sanitation		
Bulk collector sewers and pump stations	Done except one section east of Nkanhla Road	Shacks in tributary must be moved before sewer can be constructed
Construction of sub-outfall from pump stations to Bruma outfall	Completed	
Upgrading of intersection of Northern and Bruma outfall sewer	Completed	
Flushing out and checking of capacity of existing collector sewers in the area by means of a camera inspection	Completed	Many illegal connections found
Construction of collector sewers where required	Completed	

Projects identified [2001 Summit]	Implementation	Comments
Sanitation to each stand	Available	Further improvements to be done as part of block upgrading
Removal of illegal sewer connections		To be done as part of block upgrading
Repairing and/or upgrading of existing local sewers	Partially completed	Further improvements to be done as part of block upgrading
Measurement of night flow and protection from stormwater ingress		Further improvements to be done as part of block upgrading
Construction of ablution facilities at public areas	New facility constructed at S'Swetla. Improvements to existing ablutions under way	
Sewerage master plan	Completed	Some revisions may be done if local reconstruction projects make it necessary
Waste management		
Provide all families with refuse bins	Completed 60000- 85ℓ bins and 5000-240kℓ bins distributed	
Construct transfer stations		Insufficient budget to undertake this project
Construct local waste collection points		Not considered a necessity anymore
Recycling centres	Study completed	Private sector centres provide adequate service – conditions not conducive to more comprehensive separation at source programmes
Public open spaces, streets and stormwater kerb inlets cleaning	Done	
Local offices		Insufficient budget to undertake this project
Overall waste management master plan	Done	
Electricity		
Electrical upgrading programme	In progress Pilot project and phase 1 and 2 (Between London and Roosevelt) completed	Budget availability determines rate of progress
Overall electricity master plan	Completed	Bulk supply upgrade was considered urgent in 2003, delayed by insufficient budget
Roads		
Repair roads in Old Alexandra	Completed	Further repairs envisaged at end of project
Surfacing of gravel roads on east bank	Completed	
Construction of sidewalks	In progress	CMIP main funding source
Upgrading of London Road	Phase 1 completed, Phase 2 in progress	Houses in road reserve delaying progress
Upgrading of London Road Bridge	Completed	
Replacement of Hofmeyr Road Bridge	Design complete	Project may be abandoned due to changed priorities
Roads master plan	Partially complete	Further studies required on north-south link through Alex
Stormwater		

Projects identified [2001 Summit]	Implementation	Comments
Stormwater quality management programme	Regular monitoring of water quality along Jukskei	Raw sewage from informal settlements on tributaries main problem
Minor system		Long-term program
Construction of energy dissipaters		Still to be designed
Grids to kerb inlets	Pilot project done	Balance to be done in 2005
Stormwater master plan	Planning complete, some work done	Long-term construction programme, clearing of tributaries essential
Transportation		
Transportation study and master plan	Complete	
Traffic management measures		Future project
Construct taxi ranks		Pan Africa delayed due to decision to do as PPP. San Kopano discontinued as not on Jhb ITP as priority.
Taxi lay – byes		Future project
Environment of the Jukskei River and it tributaries		
Environmental Master Plan	Completed	
Clean up of the Jukskei River	Initial phases done Tenders received for current phase	
Research Project(s)	Work done on water sanitization	
Rehabilitation of tributaries		Dependent on relocation of informal settlement
Compliance Monitoring Programme	In progress	
Urban Agriculture / Muti Gardens / Hydroponics		LED function
Investigation into the redevelopment of old Alexandra Sewerage Works	Proposals made	No funding available to date. Alternative to fence off and fill in will also cost several million
Capacitating and maintenance		
Payment for services		Local Govt capacitating programme
Educational and Training Programme	Programmes implemented by JW and PikiTup	
Capacity building within the local authority and/or community		Local Govt capacitating programme
Development of a maintenance management plan		Operational functions not funded by ARP
Data recording	Audit and recording on GIS done. Model of Alexandra also built.	

3.7.2.2 New projects identified

Several new projects were identified through detailed planning of precincts, or as a result of the master plans. Some engineering projects were also identified to support the new housing developments not in Alex itself, but where the DoH has promised developers support with bulk services.

- **Water and sanitation:**
 - Bulk water and sanitation to Westlake: completed

- Bulk water and sanitation to Frankenwald: still to be done
- Water and sanitation Diepsloot reception area: Completed

- **Electricity:**
 - Bulk supply upgrade: still to be done
 - Bulk electricity must also be provided to Westlake and Frankenwald.

- **Roads:** A number of major roads projects were envisaged as part of the allowance for transport routes. The transportation study clarified the need, and the outstanding priority project is the Vasco da Gama Road upgrade and bridge across the Jukskei. This project has now gone to tender.

Pedestrian bridges across the Jukskei is also a priority, and has also gone out to tender.

The Alexandra Development Framework also identified the need for a direct access into Alexandra from Wynberg, to further improve the integration of Alexandra. The Rautenbach/Watt/Rooseveld link road is 60% complete.

The access roads to Westlake and Frankenwald must still be constructed.

3.7.3 Achievements and challenges

The key achievements have included:

- Master planning has been undertaken for all services [water, sanitation, solid waste, roads, stormwater drainage and electricity]. CCTV inspections undertaken of sewers and stormwater drains and an above ground audit of services.
- Bulk water and outfall sewer projects are substantially complete. Approximately 60 000 new refuse bins distributed
- Gravel roads on the east bank were surfaced, roads in old Alex were repaired. The bridge over London Road complete and the first section of London road over the Jukskei River has been doubled.
- New roads designed in accordance with the overall transportation plan
- Projects for the balance of London Road and the Rautenbach/Watt/Rooseveld link road have commenced.
- 6445 new pre paid electrical connections installed and the next phase has commenced.
- Large sections of the Jukskei River rehabilitated and eroded banks repaired and protected. Community based cleanup projects undertaken to clean the river of rubbish and solid debris.

The key challenges are:

The relocation of the informal settlements on the tributaries are essential for the upgrading of the stormwater and sewage systems, and to improve the quality of water in the Jukskei.

No meaningful improvements can be made within old Alex stands until ownership is resolved, and there is an owner who takes responsibility to pay for services and ensure that legal water and sewerage connections to the erf is maintained. The extent of on-site upgrading will determine whether there is sufficient capacity. The on-site upgrading will also entail the removal of illegal service connections as well as sewage connections into the stormwater system.

3.7.4 The way forward

The following projects have been prioritised for implementation over the next three years:

- Complete the current projects
- Continue with the electrification programme
- Construct Vasco da Gama Road and the bridge across the Jukskei.
- Design and construct infrastructure for Pan Africa
- Repair roads in old Alex
- Sidewalks
- Upgrade street furniture and markings
- Stormwater in old Alex
- Bulk water supply and sewers in areas where RDP housing to be built
- Construct Rautenbach/Watt/Rooseveld Link Road
- Ablution facilities at public open spaces
- Jukskei Environmental Rehabilitation plan
- Rehabilitate internal services

3.8. Spatial planning and the environment

3.8.1 Overview

The spatial planning and the environment functional area seeks to create an urban environment that:

- is safe and offers a range of social amenities, as well as housing tenure, typology and density options;
- promotes regional and local economic development;
- is well-developed and well-governed in accordance with a comprehensive development framework that is based on sound environmental principles and that fosters civic pride;
- is integrated functionally with the City of Johannesburg; and that
- has a rehabilitated and well-functioning open space system.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Development framework:** This involves the development of a framework to guide the redevelopment of the Alexandra Renewal Project.
- **Land management:** This involves the development and implementation of a land management system for Alexandra through:
 - **Approval of general plans and opening of township registers**
 - Opening of **sectional title registers**
 - Ensuring that the **land management system** for Alexandra is consistent with the provisions of the Development Planning Bill and as well as those of the municipality.
 - Identifying **scheme amendments** that will be required as a result of the development framework and/ or the precinct plans and facilitating these amendments.
 - Ensuring that **adequate resources and capacity** are available for the monitoring and enforcement of urban control.
 - Facilitating the **monitoring and enforcement** of the land management system in areas that are redeveloped.
- **Geographic information system:** A single geographic information system (GIS) will be operated for the Alexandra Renewal Project functioning as a strategic tool for the purposes of planning, development and management.

- **Precinct plans:** Precinct plans are to be prepared for the redevelopment of each precinct. Each plan will be detailed (i.e. to erf level).
- **Environment (land care, environmental health, environmental management):** A number of sub- projects are envisaged, including the following:
 - **Community participation projects**, which will promote environmental awareness and education, stimulate an environmental and land care ethic and promote the capacity of communities to participate in associated projects.
 - The **development and maintenance of open spaces**, specifically for use as parks and recreation and including items such as fencing, grass levelling, playground equipment and lighting.
 - **Tree planting**, in terms of which it is envisaged, that trees will be made available for public spaces (such as pavements, walkways, schools, and clinics) and also for private spaces (such as residential homes).
 - **Upgrading of the existing cemeteries in Alexandra**, including road network development, water reticulation, horticultural beautification and street furniture, grave numbering and provision of electricity supply and high mast lighting.
 - **Food, flower and muti gardens**, which will simultaneously address issues such as food security, employment creation, income generation and sustainable community resource management.
 - Facilitating the improvement of **water quality** including bio-monitoring and an educational river health programme that allows schools to participate in monitoring activities.
 - Facilitating the improvement of **air quality**, in terms of which an air quality monitoring station is to be established in Alexandra by the pollution control unit of the City of Johannesburg.
 - Appointment of an **Environmental Control Officer** who will be responsible for ensuring that development is proceeding in accordance with the parameters set out in the environmental management framework and the environmental authorisation processes.

3.8.2 Progress report

3.8.2.1 Project implemented since 2001

The following projects have either been completed or are in process:

- Development Framework.
- Land Management [including Sectional Title Registers].
- Precinct Plans.
- Geographic Information System.
- Urban Agriculture.
- Upgrading of Existing Cemeteries.
- Development and Maintenance of Open Spaces.
- Tree Planting.
- Water Quality.
- Air Quality.
- Veterinary Services.
- Environmental Control Officer.

3.8.2.2 Project not implemented since 2001

- Animal care.

- Waste management [this has been done by another functional team].
- Environmental health [this has been done by another functional team].

3.8.2.3 New projects identified

No new projects have been identified

3.8.3 Achievements and challenges

Key achievements are as follows:

- Preparation of an Environmental Management Framework.
- Preparation of an Urban Development framework.
- Preparation of a Local Road Network framework.
- Development of a coordinated GIS interface, including a fly-through
- Establishment of Environmental mechanisms, including the appointment of an Environmental Control Officer, the establishment of an Air Quality Monitoring system and the extension of the Water Quality Monitoring System.
- Improved environmental management performance on development sites.
- Reduced waste dumping.
- Effective linkage of the EMF and EMP to implementation.
- Improved awareness by developers of good environmental practice.
- The air quality monitoring station and baseline data has been established.
- Repair to air quality monitoring equipment and establishment of lightning protection measures.
- Draft Air Quality Management Plan.
- Establishment of back-up programme for air quality monitoring data.
- Five new parks.
- Additional funding secured from CMIP for further open space development.
- Reduced vandalism on some open space projects.
- Identification of hot spots through water quality monitoring programme.
- Near completion of the first and second phases of upgrading.
- In excess of 6,524 trees were planted.
- Preliminary planning of Rautenbach-Watt-Roosevelt link.
- The overall planning for public transport.
- To tender stage on Pan Africa rank.
- Completion of initial investigations for East Bank, San Kopano, and West Bank taxi ranks.
- NDoT agreement signed and CoJ funding secured.
- Understanding of taxi movements for taxis serving Alex.
- Understanding of how to improve accessibility to Alex.
- Opening of more than 5 township registers.
- Approval of majority of general plans.
- Precinct plans for 5 precincts.
- Completion of land surveying work in support of opening of sectional title registers.
- Physical audits.
- Completion of Pan Africa rank drawings.

The following challenges have been identified:

- Ensuring community participation in and “ownership” of environmental assets
- Establishing and maintaining proper land management across the area over the medium and long term

3.8.4 The way forward

The relevant departments and utilities of the City of Johannesburg will continue to work with the community of Alexandra and the various other functional teams to facilitate the redevelopment of Alexandra in accordance with sound development principles.

Projects currently being implemented will be completed over the next three years. The animal care project will also be initiated. No further new projects are planned.

3.9. Arts and culture

3.9.1 Overview

The vision of the Arts and Culture Functional area is to facilitate access for the community of Alexandra to the various art forms including dance, crafts, filmmaking, photography, music, drama and the visual arts, both in respect of recreation and as an economic opportunity.

The projects aims and objectives are to:

- Provide access to school learners to the different art forms and cultural activities.
- Provide opportunities for the residents of Alexandra [with an emphasis on the youth] to have access to the different art forms and for practitioners in such art forms to obtain training and opportunities to practice their skills.
- Support the development of crafts as a form of income generation in Alexandra
- Create employment opportunities for artists in the different art forms through the work undertaken by the ARP and elsewhere.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Alexandra Cultural Centre:** This comprises a one stop cultural precinct where various facilities will be accommodated in the same location. Such facilities will include for example a museum, a hall of fame, an indoor theatre, an arts training centre, a children's art location, a book and craft shop, a restaurant, an internet cafe etc. The Centre will be located close to a trade and transport network.
- **A range of arts and culture activities** including:
 - Art competitions in schools
 - A graffiti wall
 - A drama competition
 - Film and radio shows
 - A short story writing competition
 - A choir competition
 - Poetry readings

3.9.2 Progress report

3.9.2.1 Project implemented since 2001

A range of arts and culture programmes have been implemented since the inception of the project affording artists an opportunity to perform or exhibit their work. From 2004, training and development programmes have been implemented in the following art forms:

- Dance
- Intergenerational Music development
- Theatre and Drama
- Creative Writing and Poetry
- Film and Video making

3.9.2.2 Project not implemented since 2001

The Alexandra Cultural Centre has not been implemented due to budget limitation and the prioritisation of other projects.

3.9.2.3 New projects identified

The following new projects have been identified:

The following projects should be undertaken as part of the Arts and Culture Functional area. A business plan should be formulated and approved in respect of each project.

- **School Education:** This comprises a training and mentorship programme for primary and high school teachers on how to teach art within schools.
- **Recreation Programme:** This involves paying service providers to offer courses and programmes in the different art forms to Alexandra residents. These service providers should operate out of existing community centres.
- **Craft development:** This project involves continuing with the Craft Development Programme undertaken by the Heritage functional area in respect of creating a range of distinctive and marketable craft projects that can be exhibited and sold through a number of different channels.
- **Public Art:** This project involves encouraging public art through the work of the ARP.
- **Access to training for artists:** This project involves identifying training opportunities for artists in Alexandra and assisting them in accessing these opportunities.

3.9.3 Achievements and challenges

The key achievements have included:

- The visual and performing arts have been showcased extensively since inception through activities like the World Summit on Sustainable Development and the Alexandra 90th Anniversary celebrations.
- Implementation of Arts & culture development and Training Programmes which have been successfully implemented in 2004

The key challenges are:

- Budget allocation is limited.
- The arts and culture projects have not been prioritised.

3.9.4 The way forward

The new projects identified will only be implemented if budget can be identified.

3.10. Sport and recreation

3.10.1 Overview

The sports and recreation functional area seeks to:

- Provide adequate and appropriate services;
- Meet recreational needs of the Alexandra community; and
- Be sustainable, through contributions (materially and financially) from both the local authority and the community.

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Upgrading of existing soccer facilities:** This involves the upgrading of existing soccer facilities by grassing, construction of change room and administration facilities, construction of training facilities, and construction of fencing and security installations
- **Provision of new sports facilities for other sporting codes:** Due to lack of land in Alexandra, it is proposed that facilities for these other sporting codes should be combined with the existing soccer facilities, where possible, e.g. soccer grounds can double up as rugby fields and athletics tracks
- **Promotion of shared facilities between schools and the community:** After removal of squatters from school properties, it is proposed that these vacant land be used o construct sports facilities, for sharing by the schools and the community
- **Multi-purpose sport centre:** This centre will incorporate indoor sports and recreation facilities. It is proposed that wherever possible, some codes can be accommodated in school halls and facilities.

3.10.2 Progress report

310.2.1 Project implemented since 2001

- **Upgrading of existing soccer facilities:** The following existing facilities are being upgraded (Under construction):
 - **Alexandra Stadium** – the stadium is being upgraded by construction of new seating, upgrading the buildings, provision of new facilities such as ablution blocks, tuck-shops, change-rooms, media rooms, ticket offices, etc. The pitch is going to be upgraded to comply with national standards. Lighting, parking, drainage and entrance roads are going to be upgraded in the next phases of the upgrade project
 - **ATREC** – Fencing, electrical supply and area lighting have been upgraded. Anew caretaker's cottage is being constructed. The existing soccer field are going to be upgraded to practice level and local match standard
 - **Ground No.3 Square** – Tenders for upgrading of the clubhouse, provision of additional facilities and upgrading of the civil engineering infrastructure have been called. Construction will commence in 2005
 - **Ground no.1 Square** – Planning for the upgrading of this soccer facility has been completed. The upgrade will include the soccer pitch, new ablution facilities, spectator seating, parking and safety measures
 - **RCA** – tenders for the upgrading of the Nobuhle hall at the M2 hostel have been called, with construction to commence in 2005.

- **Provision of new sports facilities for other sporting codes:** The following new facilities are under construction:
 - **Alexandra Stadium** – a new caretaker’s cottage, and other new facilities are being provided at the stadium.
 - **ATREC** – New soccer fields, new combi-courts, a new community hall, new facilities at Kwa-Bhegilanga School, and possibly a tourist viewing centre
 - **Ground No.3 Square** – A new Extreme sports and skate park is being constructed. New stormwater drainage, spectator seating and security measures being provided
 - **RCA** – A new Multi-purpose indoor sports facility is going to be built in the RCA area
- **Promotion of shared facilities between schools and the community:**
 - Facilities to be shared between the schools and the community include – ATREC, No.3 square & No.1 Square
 - An agreement is being facilitated between the City of Johannesburg and the department of Education to deal with the long term management and maintenance of these shared facilities
- **Multi-purpose sport centre:**
 - RCA - A new Multi-Purpose Indoor sports facility is being planned for the RCA area. Designs are being finalised and construction will commence in 2005

310.2.2 Project not implemented since 2001

All projects identified in the 2001 Summit are being implemented

310.2.3 New projects identified

The following new project were identified subsequent to the 2001 Summit:

- **Library Programme:** Upgrading of existing libraries – this project may not continue due to budget cuts and the reprioritisation of projects to be implemented by the ARP
- **Transit Village Combi-courts** – a need was identified to provide for recreational needs of the community in the Alexandra transit Village. Combi-courts have been constructed and completed in 2004
- **Sports development & Promotion** – it was identified that there is need to look at sports development and promotion, and not only at physical development of facilities. This programme is at its infancy stag and will be rolled out from 2004 to 2007. it will form a complementary programme, to support the facilities, and to promote and develop local talent

3.10.3 Achievements and challenges

The key achievements have included:

- Upgrading of existing facilities: This process is now well under way, and the initial objectives will be met
- Provision of New facilities: Construction of new facilities is under-way, and the objectives outlines in 2001 will be achieved
- Sports development: Initiatives for sports development have commenced

The key challenges are

- Limited budget allocation
- Meaningful empowerment of local enterprise remains a big challenge
- Linkage between the ARP and the city of Johannesburg, to ensure support and long-term sustainability of the facilities and investment made by the ARP seems to be lacking
- Community Expectations are not being met – delivery may not be visible enough
- Marketing of the achievements of the ARP is not optimum
- Job creation remains a serious challenge
- A sustainable funding and sustainability strategy is urgently needed
- Alternative financing methods need to be pursued
- Coordination of delivery , projects and programmes has not been optimised, to ensure maximum impact

3.10.4 The way forward

The following projects have been prioritised for implementation over the next three years:

- Upgrading of existing facilities: All the identified upgrading projects will be completed
- Provision of New facilities: All the identified new projects will be completed
- Promotion of shared facilities: this is being facilitated and will be achieved
- Multi-purpose sport centre: The new RCA Multi-purpose indoor sports facility will be completed by 2007

3.11. Heritage

3.11.1 Overview

The vision of the Heritage Functional area is to create a vibrant, sustainable tourism industry in Alexandra that builds upon the rich resource of arts, culture and heritage, encourages entrepreneurship and plays a role in promoting civic pride and improving the quality of life of the residents of Alexandra.

The Heritage Functional area aims to:

- Oversee the development of tourism infrastructure and attractions within Alexandra
- create and stimulate opportunities for job creation and income generation around Alexandra
- attract and promote investment opportunities in Alexandra.
- enable previously disadvantaged communities to participate in tourism
- offer training and employment opportunities for the unemployed, women and youth
- establish and enhance partnerships for the development of tourism in Alexandra
- create, strengthen and enhance the entrepreneurial capacity of the community, thereby facilitating the socio-economic empowerment of local people
- correct and redress the incorrect presentation of the history of the people of South Africa
- develop a high quality tourism experience for both local and international visitors, and for current as well as future generations
- preserve, promote, present and celebrate the rich and varied history and heritage of Alexandra for the benefit of local residents and visitors

The projects that were to be undertaken as identified at the Summit of 2001 were as follows:

- **Social History of Alexandra:** This project will involve the writing of the history of Alexandra. This will be undertaken through a rigorous community-based historical investigation. The history will be archived in the Alexandra Museum [see below], in various forms of presentation including a book, visual materials (film), music/audio and photographic materials.

- **Identification of Places of Significance:** The first indications of possible sites of significance will be identified through the writing of the history of Alexandra. In addition the public will be invited to make input towards the identification of places of significance for Alexandra. The mass media will be used to publicise the invitation widely. A process of analysis by an appropriately qualified researcher will be undertaken to evaluate the submissions received. The sites and significant places will be announced in an appropriate manner. Where feasible the places of significance identified will be refurbished and used for appropriate purposes.
- **Restoration of a Historical Precinct:** This project will comprise of the identification and restoration of an area in Alexandra to a specific period of time. The time and area will be identified through a similar public process detailed for the identification of places of significance.

3.11.2 Progress report

3.11.2.1 *Project implemented since 2001*

- **Social History of Alexandra:** This project was implemented in 2002 and completed in 2004. The project has involved four Alexandra based researchers working together with the staff and senior students from the History Workshop, University of the Witwatersrand. The project team has undertaken in-depth archival research and completed in excess of 120 oral history interviews. A draft text has been prepared and is ready for circulation to the Reference Group established to direct and monitor the process.
- **Identification of Places of Significance.** This process has been undertaken as part of the Alexandra Tourism Development Project, see below. The process has been extended and consolidated through the development of a Heritage Management Framework for Alexandra as well as through the development of a Tourism Route. The process of identifying places of significance has involved: a cultural mapping exercise undertaken by community based researchers; a refinement and extension of information through the development of the Heritage Management Framework which included an assessment of the significance and vulnerability of each of the 103 identified sites; the development of a short-list, through a consultative process. Prioritised sites have been included on an Alexandra History and Heritage Map which will be published in 2005 and will be marked with plaques.
- **Restoration of a Historical Precinct.** This project has not been implemented as originally proposed. Rather, it is intended that conservation and building guidelines be introduced into the area adjacent to the Nelson Mandela Interpretation Centre to ensure that the character of a small area of "Old Alex" be retained without impinging on residents right to make improvements to their properties.

3.11.2.2 *Project not implemented since 2001*

All projects have been implemented although not exactly as conceived.

3.11.2.3 *New projects identified*

A number of new projects have been developed and are at various stages of implementation:

- **The Alexandra Tourism Development Project** (ATDP) initiated by the Gauteng Tourism Authority, and now an integral component of the broader renewal project, embraces the development of heritage and tourism facilities and infrastructure, training and capacity building programmes for local people, institutional development programmes for heritage and tourism, research aimed at developing a range of innovative and exciting visitor experiences and the facilitation of partnerships and linkages with relevant public and private sector organizations and institutions. New facilities are centred on a cohesive spatial framework for heritage tourism which makes provision for: strategically positioned gateways; heritage and tourism precincts and; a clearly defined tourism route.

To date, training, capacity building and community awareness programmes have been completed. The Alexandra Tourism Business Association has been established. A Tourism Route has been identified and planned, infrastructure is under construction.

- **The Nelson Mandela Yard Interpretation Centre.** The Centre is intended to be a place where residents and visitors can enjoy learning about the history and heritage of Alexandra. There will be an exhibition that tells the story of the people, places, events and ideas that have shaped Alexandra. The building has been designed so that visitors can walk through the story, pausing to look out over Alexandra at strategic intervals, relating past to present very directly.

Visitors will be able to access information through interactive computers located in the exhibition space and in the Community Archive and Heritage Resource Centre. The Archive will include material, such as oral history interviews, photographs, newspaper articles and document collected by the Alexandra Social History Project. This will provide a rich resource for learners of all ages. Meeting and training rooms will be used to conduct heritage and tourism related programmes and will be available for use by other community organizations.

The Center will include visitor facilities such as a tourism information office, a restaurant and retail outlets where visitors can purchase locally produced craft items and other mementoes of their visit to Alexandra. These facilities will be operated by local entrepreneurs, creating much needed employment and economic development opportunities.

The Nelson Mandela Yard Interpretation Centre is under construction and due for completion in the first half of 2005.

- **The Alexandra Cemetery Visitors Centre** will provide a gateway to the Alexandra Cemetery, a place where visitors can remember and celebrate the lives of those who contributed to Alexandra in the past, where customs and practices related to death and burial in South Africa can be explored and shared.

Plans have been approved for this facility and construction will commence once funding has been confirmed.

- **The Alexandra Gateway.** Originally intended as a heritage and tourism information centre, this facility is in the process of being reconceptualised, taking into account the realignment of the main traffic route into Alexandra. Detailed plans for this facility will be developed in consultation with the relevant precinct planners in the first three months of 2005.

3.11.3 Achievements and challenges

The key achievements have included:

- The completion of an integrated tourism development framework.
- Tours have been planned, refined and are being implemented for a growing number of visitors.
- A tourism route has been identified and relevant sites selected for inclusion, signage and publicity material have been prepared.
- Key facilities have been planned and designed and construction is underway.
- 300 local residents have participated in hospitality and tourism related training programmes, targeting both the community at large and specific enterprises. These are inline with skills audits carried out on behalf of the project by human development specialists. Complementary to this, a series of internships within the heritage, arts and culture sectors have been completed.
- An extensive history research programme has been undertaken in partnership with the University of the Witwatersrand. This project aims to create broader recognition of the focal role of Alexandra in South African history. This will culminate in the publication of a social history of Alexandra which will inform the development of permanent and temporary exhibition which will be housed in the planned facilities and in the handover of relevant materials which will form the basis of a community heritage archive.
- A local Tourism Co-ordinator was appointed in April 2002 and together with a full time administrator have facilitated the constitution and registration of the Alexandra Tourism Business Association as a formally constituted and registered organisation.
- A local Heritage Co-ordinator was appointed in April 2002 and together with a team of 4 researchers and two assistants have facilitated community engagement, undertaken research and initiated a variety of events.
- Local residents have benefited through the creation of employment opportunities. By the end of June 2004, 90 residents had been employed for a period of between one week and two and a half years.
- 35 Alexandra based small, medium or micro businesses have provided services or materials to the project.
- 200 local residents participated in formal community awareness programmes and many more have been exposed to information via the local media and through drama
- Partnerships and linkages have been forged with a number of community based organisations as well as with relevant local and provincial heritage and tourism organisations, institutions and structures.
- The Nelson Mandela Yard Interpretation Centre has been planned and construction is underway.
- Plans for the Alexandra Cemetery Visitors Centre have been approved and construction will begin in 2005.
- A Draft Social History manuscript has been prepared and is ready for circulation and comment.

The key challenges are:

- Ensuring community participation in and “ownership” of the project
- Changing public perceptions of Alexandra
- Integration of projects with stakeholder policies and programmes
- Long term sustainability of facilities

3.11.4 The way forward

Implementation of the existing projects will continue, with the Nelson Mandela Yard Interpretation Centre being prioritised.

4. Conclusion

This report sets out an overview of the ARP. Progress that has been achieved over the past three and a half years is also detailed, as well as the challenges that the project currently faces. The intended projects to be implemented over the next three years are detailed.

This report forms an input document into the Review Summit of the ARP. Based on the discussions and decisions at the Summit, the planned way forward for the ARP will be revised.