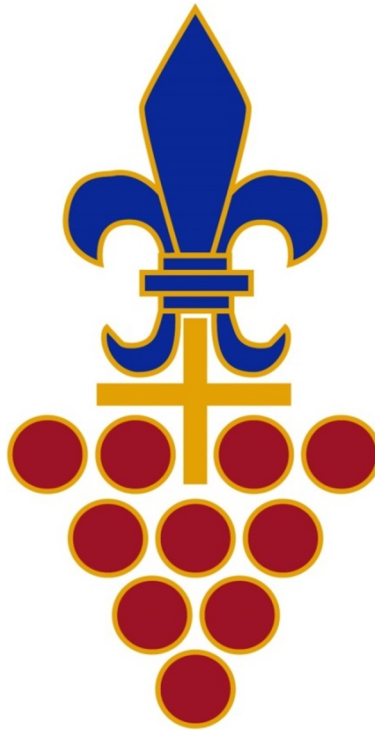


Community Development Strategy

Manager: Community Development

Draft



PLEASE NOTE: DUE TO CAPACITY SHORTAGE THIS STRATEGY WILL NOT BE IMPLEMENTED IN ITS ENTIRETY, BUT WILL PROVIDE COUNCIL WITH GUIDANCE ON FUTURE PLANNING AND BUDGETING.

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INTRODUCTION

The need to develop and review strategies for community/social development to be aligned with and included in Integrated Development Plans (IDP) was acknowledged by the Department of Social Development (2012:5). The IDPs of Local Governments should therefore inform and align with the IDP of Provincial Government. This link between Provincial and Local Government places the focus on inter-governmental coordination and partnerships.

In the past, the social development sector was restricted to the social worker and/or community developer as the key drivers for the delivery of community/social development services. However, South African legislation and policies require that strategy development should be done within the developmental framework. This means that different resources, skills and knowledge from different role-players and stakeholders should contribute to effective and sustainable social change (Department of Social Development, 2012:5). In developing a Local Government strategy to guide community/social development, the focus should therefore not be on the development of services/projects/programmes by Local Government, but rather on the development of a collaborative strategy that involves participation from all spheres of the particular community. In addition, policy *implementation* should not be viewed as an “event”, but rather as a complex process where the decisions of Government are operationalized into a *strategy* that would lead to programmes, procedures, regulations, or practices aimed at the improvement (i.e. the development) of society. In this regard, the socio-political interconnectedness must be considered within a democratic framework – meaning that the public must participate. The *outcome* of strategies involves state and civic actions, and therefore coordination of actions and the evaluation of the results of these actions become important factors that form part of the development of a strategy (DeGroof & Cargo, 2009:47-49).

In the same way, a strategy is not a mission, but rather a plan to achieve one or more goals *with the resources available* (Jonas, 2000:2). In order to develop a strategy one has to follow certain steps, namely:

1. Identification of the current situation (e.g. by means of a literature review and/or statistical analysis).
2. Identification of different patterns, needs and expectations that need to be addressed (i.e. statistical and/or qualitative data analyses).
3. Identification of different goals.
4. Identification of steps to achieve the different goals (i.e. objectives).
5. Development of a monitoring and evaluation system.

Based on the above description this document is divided into three sections, namely:

- Section 1 is a discussion of relevant literature related to community/social development in terms of Local Government’s role and functions and the community/social development issues relating to priorities identified in the different wards of Stellenbosch Municipality through the IDP process (i.e. Step 1 above).
- Section 2 will provide a description of the stakeholders’ and key role-players’ perceptions and expectations regarding Local Government’s role and functions in community/social development (i.e. Step 2 above).
- The final section will emanate from the previous sections and will provide a strategic framework for community/social development by the Stellenbosch Municipality (i.e. Steps 3 to 5 above).

SECTION 1: LITERATURE REVIEW

This literature review should be viewed in terms of the importance of including different role-players from different social spheres during the development of a strategy for community/social development. For this purpose, it will focus on the following aspects:

- A description of and distinction between social- and community development;
- A discussion of requirements for community/social development as described in legislation and policies;
- A description of social issues and vulnerable groups in the South African context and
- An analysis of the community of the Stellenbosch Municipal Area in terms of community/social development issues relating to priorities identified in the different wards through the IDP process.

1.1 Community/social development

A clear distinction should be made between the terms 'social welfare' and 'social development'. The term *social welfare* refers broadly to the programmes, benefits and services that are offered by religious, voluntary, non-governmental and governmental organisations to individuals, groups and communities. Activities/actions of community/social development are directed at social, economic, education and health development in a country, and should therefore be viewed as one part of social welfare services (Green, 2012:30, Patel, 2005:18-19).

One also has to distinguish between the terms 'social'- and 'community' development. These two terms are in essence similar, but places the emphasis on different aspects. Social development is an approach that links social and economic development based on principles such as self-help, self-determination and active participation in service rendering (Boshoff, 2013:2). The United Nations (2011:2) adopted a broad definition of social development, namely: "... *concerned with processes of change that lead to improvements in human well-being, social relations and social institutions, and that are equitable, sustainable, and compatible with principles of democratic governance and social justice*". Social development furthermore specifically aims to alleviate poverty. The state, together with social and economic sectors, is needed to address this issue (Green, 2012:38).

The link between social development and community development is that democratic governments aim to maximise social-economic development through partnerships and social development policies (Geoghegan & Powell, 2006:845). Community development assists the state to move from a "*needs satisfying*" state to a "*facilitating*" state. Community development may therefore be viewed as a method of implementing social development. Facilitation means that partnerships between the state and stakeholders, role-players and communities focus on empowerment and participation strategies to attain sustainable and collective change, inclusion and equality (Hart, 2012:55-56).

Community development is also related to *sustainable human development*. In a developmental welfare model the emphasis therefore shifts from a residential approach

(institutional care) to a preventative/early intervention community-based approach (Jamieson, 2013:5). This model is furthermore based on the following characteristics:

- Rights-based approach: The emphasis is on support to families and prevention. Within the developmental framework, this should be read as a participation-driven process where service providers *and* families are responsible for prevention and support. The right to obtain support and preventative services is also linked to the responsibility to participate. Development is based on the willingness to take ownership of a situation and to join hands to find solutions (cf. Weyers, 2011:154).
- Economic development and social development: Fight poverty and dependency by creating opportunities for economic development. The need to include different spheres of society to assist with economic empowerment is highlighted.
- Democracy and participation: Community involvement is needed to create sustainable change. The focus on providers-and-beneficiaries of services in the previous dispensation created a platform for dependency that inhibited growth (Harvey & Lind, 2005:19). Community involvement should be viewed within the framework of stimulating growth towards independent living.
- Social development partnerships: Different roles by Government, Non-Government organisations (NGO), informal and commercial sectors should be clarified and included in community development strategies (Jamieson, 2013:7).

The above characteristics highlight *the inter-sectoral and multi-disciplinary nature of community development* (Jamieson, 2013:8). The importance of partnerships is also emphasised by the National Development Plan (2011:14, 22) and described in terms of cooperation that could lead to a fair distribution of resources, knowledge and skills. Specific emphasis is placed on the need for cooperation and participation between Government, key role-players in society and society itself. Cooperation and participation implies that different spheres of society must take ownership for services/projects/programmes (i.e. community development activities) that lead to social development. Collaboration as part of community development is important for promoting positive outcomes in the community to encourage harmony, wellness and healing on all levels: Physical, mental, spiritual, cultural, social, economic and political (Department of Social Development (2011:28).

The *community practitioner's role* should be viewed as a facilitating function to mobilise existing resources, to develop networks and partnerships and to facilitate a process where localised resources, knowledge and skills are mobilised to the benefit of the specific community. Community mobilisation is therefore a collaborative capacity- and community development process through which local groups and/or organisations identify needs, develop an outline of an action plan and then implement it (Caine, 2008).

Please note: Based on the discussion above, the strategy, as an end result of this document, will refer to community development as a guiding approach. This entails the following guiding principles:

- *Empowerment*: Change should involve the empowerment of the community, including the construction of knowledge and capacity and the cultivation of resources and strategies for functional competence (Lee, 2001:34). The advantages of empowerment are:
 - It enhances the distribution of power and ability and
 - it provides knowledge needed to make positive decisions (Swanepoel, 2002:6-7).

- *Ownership*: The community will take ownership of a programme when it addresses their needs and is consistent with their ideals. The advantages of ownership are:
 - The community and stakeholders know from the beginning in whom the authority is vested and
 - the community has a say in the process (Swanepoel, 2002:7-8).
- *Participation*: The advantages of participation are:
 - A solid, local knowledge base is used;
 - it enhances sustainability – the community benefits from its own efforts;
 - it is an active way to enhance democracy – everyone has a say and
 - it enables people to become free of being dependent on others (Swanepoel, 2002:4-5).
- *Sustainability*: Sustainability can be achieved when local knowledge and community strengths are combined with contemporary science, technologies, policies, legislation and education. It focuses on:
 - The nurturing of the natural environment;
 - reduction of conflict and increasing cooperation and
 - ownership of a project by the community that leads to independence from the developer.

It is enhanced by good planning, manageability, and monitoring skills. Factors influencing sustainability:

 - Affordability,
 - based on community's needs and values,
 - participation and
 - well-structured plans (Louw, 2007:114-115).

Characteristics of the community development model

- The community as a whole is seen as a system, with interdependent sub-systems. The sub-systems should join hands in order to work together for the “common good”, with networking and collaboration as key factors to success.
- Intervention takes place on grassroots level. The community leaders, together with the community members, are best qualified to identify and deal with the needs and problems. For this reason, continuous analysis of the community's strengths and weaknesses should occur.
- With the emphasis on capacity building, the process goals aim to develop skills, leadership, and to create self-supportive services, groups and structures to improve independent functioning through cooperation and participation.
- The *strategy* to follow through this model is the mobilisation of the community to address their needs and problems. The *model of intervention* is cooperation, while the *techniques* to apply are group capacity building and consultation techniques.
- The practitioner acts as a catalyst, supporter, motivator, facilitator, consultant and guide. The role of the community is seen as participants to the process, while the power structure is a co-participant in a communal venture (Weyers, 2011:154-155).

In conclusion, community development strategies should focus on the facilitation and mobilisation of stakeholders and key role-players in a community to develop networks and partnerships where a variety of skills, knowledge and resources could contribute to a collaborative action towards sustainable change.

1.2 Policies and legislation

The right to sustainable human (and community) development is protected in the Bill of Rights (Constitution of the Republic of South Africa, 1996: Chapter 2). The Bill of Rights supports the values of human dignity, equality and freedom. The following rights refer to aspects related to community development:

- Section 26: The right to housing;
- Section 27: The right to health care, food, water and social security and
- Section 29: The right to education.
- In addition, specific emphasis is placed on the rights of children (Section 28).

The key role-player in social development is the National Department of Social Development. This Department has a constitutional mandate and is accountable to parliament regarding its programmes and expenditure in response to the needs and challenges of the public. The Constitution of the Republic of South Africa (1996) locates responsibility for social welfare, and therefore community/social development, in the national and provincial spheres of government. It should therefore be noted that social welfare is a key function of National and Provincial Government and not a function of Local Government (Department of Social Development, 2012:18). However, to ensure integrated developmental social welfare services, a strategy for the delivery of services at Local Government level in consultation with its stakeholders needs to be developed to contribute towards the fulfilment of the provincial IDP (Department of Social Development, 2012:18).

South African policies related to social welfare are based on the developmental approach, as discussed in the previous section. It entails an *integrated and comprehensive system* on macro level that includes social services, facilities, programmes and social security. The aim is to promote social development, justice and functioning of all South Africans through *empowerment* and *participation* as two key principles (White Paper on Social Welfare, 1997). Hart (2009:65) provides a description of the following strengths and potential of the development approach followed by the South African government: It is -

- Focused on human development;
- Institutionalised at *all* levels of Government (highlighting the fact that Local Government is a role-player);
- Linked to a full-time and paid employee, the community development practitioner, who facilitates and coordinates the process of community development;
- Has the potential to decentralise decision-making to the community;
- Reinforces both the feeling of involvement and the possibility of dialogue;
- Ensures an indigenous knowledge base of how to deal with social challenges; and
- Promotes the values and principles enshrined in authoritative international and national policy documents (i.e. the United Nations Declaration on Social Development, Human Rights conventions and declarations, the Millennium Development Goals and the Constitution of the Republic of South Africa) (Hart 2009, 64).

In line with the mentioned potential of community development, the South African White Paper on Social Welfare (1997) was developed from a developmental approach and places the emphasis on -

- *active participation* by receivers of services in all phases and processes of service delivery;

- the need for *partnerships* between Government and NGOs and Faith-Based organisations (FBO) and
- the development of sustainable communities where *independent living* becomes a reality.

In order to encourage participation, partnerships and independent living, one has to all the stakeholders in community development (Swanepoel and de Beer, 2006:17-19):

- *National Government*: Including socio-economic legislation, poverty alleviation programmes, welfare and development programmes.
- *Provincial Government*: Provinces attend to the legislation and programmes delegated by National Government.
- *Local Government*: Municipalities that focus on the development of their own demarcated area, within the framework of the provincial Integrated Development Plan.
- *Non-governmental Organisations*: It includes community- and Faith-Based services functioning in a specific area. They are independent and based on the specific needs of their target communities. The ideal is that they should function in a complimentary position to the government.

The interrelatedness of National, Provincial and Local Government is described in Section 40 of Chapter 3 of the Constitution of the Republic of South Africa (1996:13-14). This legal document prescribes that principles of co-operative government and inter-governmental relations must direct all processes. These principles are conceptualised in Section 41(h) (i-vi) (Constitution of the Republic of South Africa, 1996-14). Cooperation should be based on “...*mutual trust and good faith by...assisting and supporting one another; informing one another of, and consulting one another on matters of common interest; co-ordinating their actions and legislation with one another...*”

On a national level, the Parliament of South Africa is responsible for the establishment/provision of “...*structures and institutions to promote and facilitate inter-governmental relations*” (Constitution of the Republic of South Africa, 1996, Chapter 4; Section 141 (2) (a-b)). The White Paper on Local Government (1998:38) refers to **National Government’s role** towards Local Governments’ developmental responsibilities. The overall strategic framework for economic and social development should ensure that Local Governments are *enabled* to promote human development. This challenge is viewed to be best addressed through a collaborative effort by National Government and all other spheres. The aim is to ensure that actions are integrated as far as possible to contribute to improved services, the alleviation of poverty and the development of all citizens (Summit on Provincial and Local Government, 2010:2-3).

The National Development Plan (2011) is a framework to serve as a guideline. In order to address the extensive social needs of South African communities, a need to build the capacity of civil society by means of support to Non-Profit Organisations was identified. Specific emphasis is placed on the importance of partnerships between Government and Non-Government service providers (National Development Plan, 2011:348-350). In support of the emphasis on partnerships, the Constitution of the Republic of South Africa (1996, Section 152 (1)), mentions the *promotion* of social and economic development as one of the objectives of municipalities. The use of the term ‘promote’ in this legal document implicates

that Local Government must not be the sole deliverer of social and economic development, but must enter into partnerships to ensure development (Craythorne, 2003: 141).

Also on a national level, the National Development Agency's (NDA) strategic plan (2012:5) is based on empowerment and partnering values that are related to community development. The specific focus of the development of services on a national level by the NDA is on Early Childhood Development (ECD), food security, income generation (programmes and projects) and capacity building with the specific aim to eradicate poverty. However, the implementation of interventions is at provincial level (National Development Agency, 2012:12).

Provincial Government should encourage inter-governmental relations for the following relevant purposes:

- To promote and facilitate cooperative decision-making.
- To coordinate and align priorities, budgets, policies and activities across interrelated functions and sectors.
- To ensure a smooth flow of information within Government, and between Government and communities, with a view to enhancing the implementation of policy and programmes (White Paper on Local Government, 1998:37).

Provincial Government's role in terms of community development is to align approaches used to support Local Government according to the specific conditions and needs of a specific area (White Paper on Local Government, 1998:39). A further task of Provincial Government is to ensure alignment of the IDPs of Local Governments within the province. In order to ensure successful implementation of the IDPs, efficient management of provincial grants are needed. The progress of plan-implementation should also be monitored (Integrated Development Plan, 2007:3). The desired outcome of inter-governmental alignment is –

- to make Government as a whole work together;
- to improve the impact of its programmes; and
- to work towards achieving common objectives and outcomes (particularly with respect to economic growth for job creation and addressing the needs of the poor) (Integrated Development Plan, 2007:10).

Local Government is seated in municipalities who have rights to govern the local government affairs of their specific communities. However, governing is subjected to national and provincial legislation (Constitution of the Republic of South Africa, 1996, Chapter 7; Section 151). The relevance of a strategic framework for community development at a local level is described in Section 152 (Constitution of the Republic of South Africa, 1996, Chapter 7) in terms of the following objectives:

- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of Local Government.

Local Government is also responsible for cooperative relations between relevant spheres (White Paper on Local Government, 1998:37). This involves the following functions:

- *“Collectively harnessing all public resources behind common goals and within a framework of mutual support.*
- *Developing a cohesive, multi-sectoral perspective on the interests of the country as a whole, and respecting the discipline of national goals, policies and operating principles.*
- *Coordinating their activities to avoid wasteful competition and costly duplication.*
- *Utilising human resources effectively”.*

The White Paper on Local Government (1998:23-26) identifies four interrelated characteristics of the role and function of Local Government related to community development:

- *Maximising social development and economic growth:* The role and function of Local Government is to promote the development of communities so that basic needs of the poor and vulnerable are met. It involves regulation of service delivery. This means that Local Government is not directly responsible for services, but rather to take steps (i.e. strategies) to encourage good service delivery that addresses the specific needs of the specific community. It could therefore be viewed as a facilitation role. Partnerships between organisations could be encouraged, training opportunities could be provided and facilities could be developed to support existing service providers in the community.
- *Integrating and coordinating:* Coordination should include national and provincial departments, trade unions, community groups and private sector institutions. *“Developmental Local Government must provide a vision and leadership for all those who have a role to play in achieving local prosperity.”* An IDP could contribute to proper coordination.
- *Democratising development:* Local Government practices should be aimed at the involvement of *“...citizens and community groups in the design and delivery of municipal programmes”*. Coordination should lead to democratic *“...leadership, encouragement, practical support and resources for community action”*. Another key aspect is that democratic development should aim to involve *all* community groups.
- *Leading and learning:* Community development should lead to networks, partnerships and coalitions. It includes training opportunities and awareness programmes. The ultimate aim is to empower communities and to create opportunities for sustainable change and growth. The emphasis is therefore on capacity building within communities.

The above characteristics are aimed at the improvement of service delivery *within the constraints of available resources*. As mentioned before, partnerships with businesses and Non-Profit Organisations become a key aspect of this developmental model (White Paper on Local Government, 1998:35). These services are aimed at specific vulnerable groups and social issues, also highlighted in policy documents.

1.3 Vulnerable groups and social issues

All the above-mentioned South African legislation and policy documents refer to vulnerable groups and certain social issues as key focus areas for community development. In terms of the delivery of social services, the Department of Social Development, and not Local Government, is the key system to provide social welfare services. These services include

“...prevention, early intervention, statutory, residential and alternative care, and reconstruction and aftercare services aimed at promoting the optimal functioning and reintegration of beneficiaries into mainstream society” (Western Cape Provincial Government, 2007:131-168). **Local Government acts in a supportive role** to ensure that the needs of community members should be brought to the attention of the Department of Social Development.

The National Development Plan (2011:336) specifically identifies the need to address the following social issues:

- Addiction to alcohol and other drugs,
- gang-related violence,
- criminality among young people and
- sexual violence against women and children.

The Empowerment of young people as assets for national development is specifically noted by the National Youth Policy (2009:11). This policy refers to the sustainable development of youth as “... *young people’s assets, potential, capacity and capability must be maximised so that they can respond effectively and efficiently to life’s challenges without compromising the ability of future generations to meet their own needs.*” (National Youth Policy, 2009:12). Vulnerable youth that should receive priority attention are –

- Young women
- Youth with disabilities
- Unemployed youth
- School-aged-out-of-school-youth
- Youth in rural areas
- Youth at risk
 - Youth living with HIV or AIDS
 - Youth heading household
 - Youth in conflict with the law
 - Youth abusing dependency creating substances (National Youth Policy, 2009:13-27)

The White Paper on Social Welfare (1997) identifies the following vulnerable groups that should be viewed as priority service recipients:

- The family,
- youth,
- women,
- people with disabilities,
- special needs and problems (including victims of xenophobia and substance abuse),
- people with chronic illnesses and
- people with HIV and Aids.

The description above is supported and elaborated on by the South African Local Government Association (SALGA) (2011) who identifies priorities areas for human development as –

- HIV and AIDS,
- poverty alleviation,
- enhancing gender equality,
- increasing institutional capacity,
- improving inter-governmental relations,
- youth development and
- creating employment.

Based on the discussion on Local Government's role related to community development above, SALGA (2014:4) explains that, although the IDPs of municipalities are specifically aimed at "*...the provision of basic services, creation of jobs, promoting of democracy and accountability and the eradication of poverty... the IDP of the municipality has an impact on the well-being of children and the protection of their rights as citizens living, playing and developing in the boundaries of the municipality. Municipalities need to consider how their IDPs impact on the children and promote the best interest of every child living in the municipality.*" A specific focus is placed on 1) community development and the role of Local Government and 2) services to children. The association argues that "*...Local Government is the primary location where children find themselves and together with the Provincial and National Government, organisations in civil society and the community, creates an environment that either directly or indirectly impacts on children*" (South African Local Government Association, 2014:2-7). The association identifies the following social issues related to child care within the framework of Local Government's role and functions:

- Homeless People and Children,
- Health Care,
- Traffic Safety,
- Environmental risks,
- Poverty and
- Sanitation and water.

Another focus point of social development that has been identified is ECD, as described in the Integrated Early Childhood Development Strategy for the period 2011 to 2016 (Western Cape Provincial Government, 2011). This strategy is founded upon findings of a Lancet series of reviews on child development in developing countries. The findings suggested "*...that an estimated one third of more than 200 million children under 5 years, 61% of whom live in Sub Saharan Africa, are not developing to their full potential because they are exposed to multiple risks including poverty, poor health and nutrition – all of which impact negatively on development. This compromises their readiness for school and their future as productive members of society*" (Western Cape Provincial Government, 2011:5). This strategy focuses on children who are prioritised in the Children's Act of 2005 and are the target of the National Integrated Plan for ECD (Western Cape Provincial Government, 2011:12). The role of Provincial Government is described in terms of the following aim: "*To facilitate, measure and monitor the provision of a range of ECD services and programmes that include a developmentally appropriate curriculum, knowledgeable and trained staff and educators, and support the health, nutrition, physical and social wellbeing of children*".

The following discussion places the description of vulnerable groups and social issues in the context of the Stellenbosch Municipal Area.

1.4 The Stellenbosch Municipal area context

The Stellenbosch Local Municipality (LM), responsible for basic service delivery, was founded in 2000. Stellenbosch, the town, is the primary urban centre within Stellenbosch LM. It has a strong local economy based on intensive agriculture and the associated agri-processing industry. Proximity to the growing Cape Metropolitan Area and its status as a university town/educational centre has resulted in "...the emergence of high-tech service industries and innovation-related research facilities in the town". Apart from Stellenbosch, the Stellenbosch Municipal Area includes six towns, namely: Cloeteville; Franschhoek; Jamestown; Klapmuts; Kylemore and Pniel.

The Western Cape Provincial Government (2007:131-168) identified the strengths and opportunities of Stellenbosch LM as financially sound, links to nearby markets, developed infrastructure and room to diversify away from agriculture given growth of non-residential building investment. Challenges that were identified are:

- Poverty related crime,
- Education,
- Capital under-spending,
- Waste management and
- Increasing indigent households.

Stellenbosch LM consists of 22 wards. The total population in 2011 was 152 525, with an urban/rural ratio of 71,7%:28,3% and 34 003 households in 2007 (Western Cape Provincial Government, 2007:131-168; Stellenbosch Municipality, 2013:18). The population consists of Coloureds (53.1%), Blacks (27.5%), Whites (19%) and Indians/Asians (1.4%) (Statistics South Africa, 2013). The available demographic data illuminates an average age of a Stellenbosch LM inhabitant as 28,5 years while the median age is 25,9 years. This information indicates towards a younger population. This data also highlights an increasing dependency ratio, which implies that dependents (persons younger than 15 and older than 65) are increasing relative to the economically active (15 to 64 years old) (Western Cape Provincial Government, 2007:131-168). Based on the above data, children, youth and the aged could be viewed as priority areas for service delivery. In the 2007 socio-economic profile of Stellenbosch LM it is estimated that children aged 0-4 will form 9.5% of the population, while 28.4% of the population will be less than 15 years old by 2015. The youth dependency ratio is estimated to be 42,6. The 65 and older age section of the population was 6% in 2007. By 2015 the old age dependency ratio is expected to reach 8 (Western Cape Provincial Government, 2007:131-168). In line with the age distribution provided above, employment rates in Stellenbosch LM, as illustrated in the table below are also influenced by the high levels of non-active economically active community members.

Table 1: Employments rates in Stellenbosch Municipal Area (Statistics South Africa, 2013)

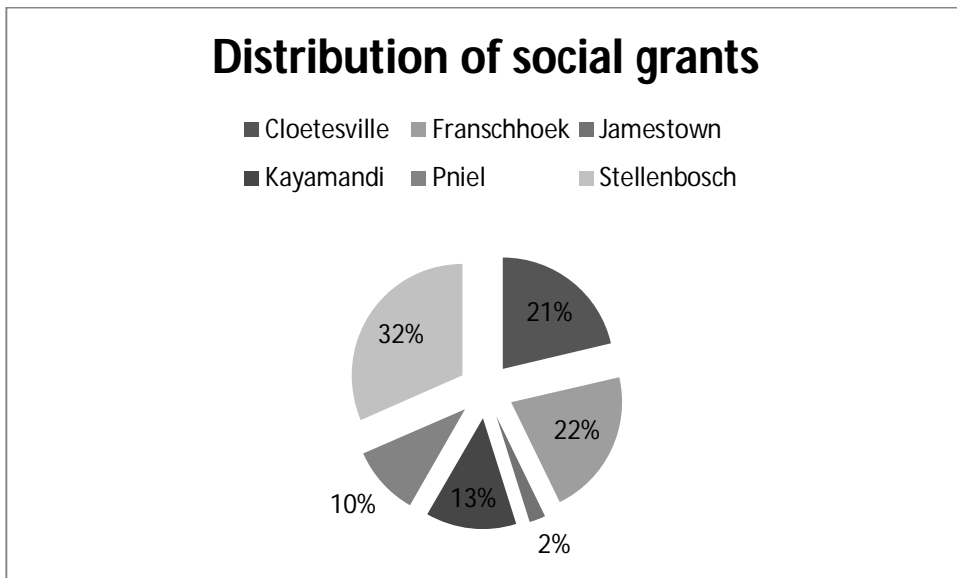
	Employed	Unemployed	Discouraged work-seeker	Other not economically active
Total	56 957	10 178	2 731	42 666
Ward 01	4 550	1 070	344	2 469
Ward 02	778	1 083	220	1 257
Ward 03	3 542	331	92	2 297
Ward 04	3 351	352	59	2 094

Ward 05	2 355	412	116	1 121
Ward 06	2 324	175	161	1 388
Ward 07	1 289	66	4	1 664
Ward 08	493	57	-	4 909
Ward 09	125	6	-	633
Ward 10	1 487	172	52	2 892
Ward 11	2 592	219	34	2 182
Ward 12	2 611	1 280	235	1 606
Ward 13	929	164	41	671
Ward 14	1 692	756	94	1 235
Ward 15	3 102	1 376	178	2 767
Ward 16	2 322	581	431	2 774
Ward 17	3 446	299	170	1 728
Ward 18	3 173	647	244	1 889
Ward 19	4 374	343	118	2 508
Ward 20	4 586	273	66	1 756
Ward 21	3 771	399	55	1 535
Ward 22	2 066	119	18	1 293

The table above indicates a 49.3% employment rate during 2013. The economically non-active community members are 36.9%, followed by 8.8% unemployed members and 2.4% discouraged work-seekers (Statistics South Africa, 2013).

Social grants received by inhabitants of Stellenbosch LM is provided to 4158 persons and illustrated in the figure below. These grants are for care dependency, disability, foster care and old age. The most grants are received in Stellenbosch (32%), followed by Franschoek (22%), Cloetesville (21%), Kayamandi (13%), Pniel (10%) and Jamestown (2%). HIV positive persons in the Stellenbosch LM amount to 5.5% of the population (Statistics South Africa, 2013).

Figure 1: Social grants (Statistics South Africa, 2013)



In terms of the economic and social well-being of the inhabitants of Stellenbosch LM, it is assumed that it is influenced by the quality and ease of access to basic services, economic opportunities, and public transport. Identified areas that should receive attention are access to-

- Health services,
- Education opportunities and
- Employment opportunities (Western Cape Provincial Government, 2007:131-168).

Issues identified by the 22 wards in the Stellenbosch LM that relate to community development, as described earlier in this section are:

- Primary health care,
- Afterschool club,
- Multipurpose centre,
- Poverty alleviation,
- Youth and skills development,
- Employment/unemployment/job creation,
- Sport facilities,
- Woman empowerment and
- Youth centre and old age centre (Western Cape Government, 2013:43-49).

The importance of ECD is highlighted in the socio-economic profile of Stellenbosch LM, based on the view that education increases better health and employment prospects. The importance of this focus is also founded upon the empirical evidence that ECD programmes lead to success in school programmes, and the current low levels of literacy and numeracy performance in schools. It should be noted that the National and Provincial Departments of Social Services and Education are responsible for this function. The Department of Social Development is responsible for providing social grants and subsidies to registered ECD sites, as well as the provision of psychosocial programmes where needed. The Department of Education is responsible for the phasing in of Grade R in the system and providing subsidies to registered sites on a sliding scale. Other National and Provincial Departments that could contribute in this regard are listed as: Public Works, Home Affairs and Community Safety. Local Governments are viewed as partners of the National and Provincial Departments. In addition, it should be noted that “... *NGOs such as training organisations, community and FBOs play a critical role in the sector, in addition to the donor funding support received from Government to address imbalances in ECD provisioning*” (Western Cape Provincial Government, 2007:131-168).

Stellenbosch LM's IDP for 2012 to 2017 identifies five key areas to guide the planning and execution of services, namely:

1. A preferred investment destination,
2. Green Economy,
3. A safe town,
4. Dignified living and
5. Business and tourism (Stellenbosch Municipality, 2013:52-53).

Within these key areas, social development is included in the areas 'A safe town' and 'Dignified living.' It should be noted that social development was not described as a separate objective or key area. In this regard, feedback from Provincial Government was that the IDP does not address social development issues adequately. The response to this feedback was that "...social development is considered an unfunded mandate" (Stellenbosch Municipality, 20013:15).

Another aspect related to community/social development is human capital, referring to skills and knowledge of individuals and society. Hansson (2009:5) explains that the development of human capacity as a factor in community development is embedded the view that "...it is an important determinant of individuals' employability and earnings capacity, as well as organisations' value creation and profitability". The development of human capital therefore forms key to community well-being and development. In the case of Stellenbosch LM, "...such skills are made possible through access to institutions of higher learning and knowledge enhancing facilities such as libraries and technology" (Western Cape Provincial Government, 2007:131-168). The development of human capital is also linked to poverty. It has been addressed, among others, by means of the Expanded Public Works Programmes (EPWP). The EPWP is a Government initiative since 2004. It is aimed at providing unemployed persons with skills to increase their future employability and to reduce the level of poverty. Such projects run in infrastructure, social and environmental sectors (Western Cape Provincial Government, 2007:131-168).

Human capital is, however, affected by high crime levels. The importance of safety, security and justice determines the extent to which liveable communities can be built. The role of the four South African Police stations as role-players in community development is highlighted in this regard. In Stellenbosch LM drug-related crimes have shown a steady increase which means that substance abuse, as a social issue, should not be neglected (Western Cape Provincial Government, 2007:131-168). A total of 25429 serious crimes have furthermore been reported during the period ranging from April 2011 to March 2012, with an average of 2119 serious crimes per month (Statistics South Africa, 2013).

An example of an international partnership to encourage community development in Stellenbosch LM is the Dilbeek agreement (Belgium). This partnership focused on community development programmes in Franschhoek, including the following outcomes:

- A well-known youth facility catering to the needs identified by the youth in the Franschhoek community that is utilised on a daily basis.
- After-school animated playground activities at the Mooiwater Farmstead escalating to a programme for the holiday period with the focus of keeping children off the streets and involved with positive leisure activities.
- Access to information from a Youth Information Centre inclusive of the following: HIV and Aids, crime and substance abuse, where and how to apply for ID documentation, drivers licences, bursaries at Stellenbosch and Paarl training institutions, courses offered by training institutions and requirements, government programmes, unemployment database of the municipality and any other issues of interest to youth.
- An arts and culture programme that allows for the development of local talent and exposure to different cultures and skills.
- A programme for sport development focussing on basic skills that allows for the identification of local talent and incorporation of that talent into formal sporting codes.

- Development of a plan to a career-pathing programme in order to assist youth with access to skills training opportunities to address unemployment (Dilbeek report, 2013).

In conclusion, the IDP of Stellenbosch Municipality (2013:8) links the mission of Stellenbosch LM with its responsibility towards social development: *“Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.”*

1.5 Conclusion

The literature review was conducted aimed at answering the following question:

- What is the role and functions of Local Government related to social/community development?

Based on the descriptions above and with the specific need to explore community development within the Stellenbosch municipal area, the following questions were explored through discussions with key role-players and stakeholders:

- a) Who are the institutions/organisations that should become partners in community development strategies?
- b) What should these partners' roles and functions be?
- c) What are the specific social issues that should be addressed?
- d) Who are the vulnerable groups that should benefit from the community development strategy?
- e) How could Local Government's role and functions be described in terms of community development?

The data obtained will be discussed in the following section.

SECTION 2: FINDINGS BASED ON THE LITERATURE REVIEW AND CONSULTATION WITH KEY ROLE-PLAYERS/STAKEHOLDERS

The South African society in the post-apartheid era remains to face many political, social and economic challenges. Progressive change is hindered by continued poverty and inequality (Green, 2012:27). Community development as an approach to socio-economic development entails that communities are empowered and capacity is developed through partnerships and networks. The focus is on holistic service delivery through a shared knowledge- and skills base and the empowerment of community members to become active partners in change. This approach, however, needs to take place within a planned structure. This document is aimed at developing a draft strategy that would provide Local Government with such a planned structure.

Section 1 involved a review of legislation, theories, and description of the Stellenbosch Municipal Area. This information was analysed to identify key aspects to be included in a strategy for Local Government to guide community development in the Stellenbosch Municipal Area. In addition, the relevant stakeholders' perceptions of community development and the role and functions of Local Government (i.e. Stellenbosch LM) were investigated. It entailed an investigation from a qualitative research approach, within the framework of explorative, descriptive and contextual research designs. Focus group discussions were conducted to collect the data. These focus groups included the following stakeholders:

- Ward councillors,
- The Management Committee of the Stellenbosch LM (i.e. the Director's Forum),
- Provincial departments (Health, Social Development, South African Police Service and Education),
- The Department of Community Development of Stellenbosch LM,
- NGO networks (Stellenbosch Welsynsorganisasies Koördineringskomitee [SWOK], Franschhoek Health and Substance Abuse coordination Committee and Kayamandi Network)
- Representatives from business (Remgro and the Rupert Foundation),
- Representatives of vulnerable groups (disabled, homeless, elderly, Early Childhood, food security and youth) and
- Religious groups.

It should be noted that the Mayoral Committee was not able to provide the researchers with a date for a discussion, which resulted in the fact that this group's viewpoints are not reflected in the analysis. Both the analysis of the literature and legislation and the qualitative data by two coders led to the identification of themes and sub-themes to be included in the strategy towards community development. These themes and sub-themes will be presented below.

Table 2: Themes and sub-themes related to the development of a Local Government strategy towards community development

Themes	Sub-themes	Categories
A description of the nature of a Local Government strategy towards community development	The purpose of a Local Government strategy towards community development	Principles of a Local Government strategy towards community development
		Intended outcomes of a Local Government strategy towards community development
	Role-players and stakeholders to be included in a Local Government strategy towards community development	Partnerships and networks as part of community development
The role and function of Local Government in community development	Provincial Government's role and functions related to a Local Government strategy towards community development	
	The role and tasks of the community development professionals	
Vulnerable groups and social issues to be addressed by a Local Government strategy towards community development	Specific vulnerable groups and social issues in the Stellenbosch LM that need to be included in the strategy	
Specific services related to community development		

2.1 Themes and sub-themes based on the findings of the analyses of data

The identified need to develop a strategy by Local Government, in consultation with relevant stakeholders, towards community development is highlighted by the Department of Social Development (2012:5). The themes and sub-themes below provide a framework for such a strategy. It should be noted that the participants' perceptions related to a strategy by Local Government towards community development are in line with the literature that was reviewed. Furthermore, the descriptions must be viewed in terms of the fact that it illuminates a collective localised perception.

Theme 1: A description of the nature of a Local Government strategy towards community development

The data obtained from literature and legislation describes a strategy as follows:

- It should be based on a community analysis that illustrates different patterns, needs and expectations of the specific community.
- It should consist of –
 - Programmes,
 - Procedures,
 - Regulations and/or
 - Practices.
- It must provide a clear description of measurable steps to achieve the different goals.
- It should include a monitoring and evaluation tool.
- It should recognise and be based on the available resources.

The participants in the focus groups confirmed the above description in terms of:

- Goals and objectives must be based on a community analysis.
- Goals should explain the intended outcomes, while specific objectives must be developed to describe the steps that must be taken to attain the goals.
- Intended outcomes must be –
 - clear,
 - measurable and
 - realistic.
- Objectives must be clear in terms of who is responsible, what actions are involved and the timeframe in which tasks and actions must take place.
- Monitoring and evaluations tools should be included to ensure that programmes/projects/activities are reviewed in terms of the needs of the community.
 - Monitoring and evaluation should produce statistics to assist with prioritising state and private funding.

The participants elaborated further on the nature of a strategy for community development and provided the following descriptions:

- The term ‘community development’ must be clearly defined and the strategy should be based on this definition.
- The strategy must be aligned with existing national, provincial and local policy documents.
- The strategy must inform new policy documents of Local Government.
- The specific objectives should be aimed towards sustainable community development, meaning that it should lead to long-term change for the benefit of all community members.
- The strategy must clearly describe Local Government’s coordination and facilitation function in community development.
- The strategy should indicate how an internal line is followed to achieve community development. This entails that community development must be coordinated and facilitated within and between the following sectors:
 - Departments in Local Government;
 - Provincial Government;
 - NGO’s and
 - Networks.

- The strategy must not be aimed at social welfare, but rather at social development.
- Descriptors are needed to describe how certain social issues such as gender, youth and disability will be addressed –
 - These issues must be directed at the identified needs within the community.

Sub-theme 1.1: The purpose of a Local Government strategy towards community development

The following issues emanated from a discussion by the participants regarding the purpose of a strategy for community development:

- The strategy should enable Local Government to provide Provincial Government with –
 - a clear description of current social and community development programmes/projects/activities in Stellenbosch LM and by stakeholders and role-players and
 - a description of support needed by Provincial Government.
- The goals and objectives of the strategy must be in a timeframe that ensures that relevant information is provided to Local and Provincial Governments so as to inform the development of the IDPs.
- The strategy should aim towards integration and social cohesion.
 - Integration requires that all internal departments of Stellenbosch LM must be supported to identify –
 - how they are currently contributing towards social/community development and
 - how they could contribute in future.
- The strategy must also include how stakeholders will take part and how they will be supported by Local Government.
- The strategy should provide a clear definition of what the role of the municipality entails in respect of –
 - Coordination,
 - Facilitation and
 - Support.

All three must contribute to the assurance that service delivery by the Municipality and other stakeholders addresses the needs of the community (as identified by the community analysis).
- Community participation should be encouraged. The community members must not only be regarded as receivers of services, but also as supporters of services.

The purpose of a strategy by Local Government towards community development was further informed by the data obtained from the literature and legislation in terms of principles and intended outcomes. This will be described in the two categories below.

Category 1.1.1: Principles of a Local Government strategy towards community development

- Local Government plans should contribute towards a “facilitating” state.
- Facilitation must be based on the principle of ownership of a situation by the community.
- Community members, organisations and institutions should be empowered to become able to function according to the principles of self-help, self-determination and active participation in service-rendering.

- The inclusion of principles of sustainability, inclusion and equality should be aimed at collective change.

Category 1.1.2: Intended outcomes of a Local Government strategy towards community development

- The goals of the strategy should lead to social, economic, education and health development of the community.
- Sustainable independent living of communities and community members must be promoted.
- It should be based on a response to the needs and challenges of the public.
- Intervention should take place on grassroots level.
- It must promote human development.
- It must build the capacity of the civil society.
- The strategy must encourage good service delivery that addresses the specific needs of the specific community.

Sub-theme 1.2: Role-players and stakeholders to be included in a Local Government strategy towards community development

The literature identifies specific role-players and stakeholders that could contribute to community development.

- Public-stakeholders include:
 - National Government and Provincial Government in terms of –
 - Department of Social Development as the key governmental system in the planning and implementation of community development;
 - Department of Education;
 - Department of Health;
 - Department of Home Affairs;
 - South African Police Service and
 - Department of Public Works.

The role and function entails ensuring that the National and Provincial IDPs are implemented and to guide and support Local Government in its actions.

Co-operative government and inter-governmental relations must direct all processes.

Provincial Government must support Local Government according to the specific conditions and needs of a specific area.

Provincial Government must ensure the alignment of the IDPs of Local Governments within the province.

- Local Government: Local Government is a representative of Provincial Government. Local Government must therefore inform Provincial Government on the needs of the community, and must be involved in the decision-making process by Provincial Government in terms of support to communities.
- Private-stakeholders include:
 - NGOs,
 - FBOs,
 - Informal sectors and
 - Commercial sectors.

The specific emphasis on partnerships highlights the need to share resources, knowledge and skills.

The participants identified the following stakeholders and role-players in Stellenbosch LM were identified:

- Provincial departments;
- Existing networks;
- Community members with resources, skills and knowledge;
- Businesses;
- Religious organisations;
- NGOs and
- NPOs.

The participants elaborated further on this sub-theme and provided a description of the partnerships and networks needed to be included in a strategy towards community development. The category below focuses on this aspect.

Category 1.2.1: Partnerships and networks as part of community development

- Networks in a municipal area must become a sophisticated system and a function of Local Government in terms of community development. The Municipality must therefore coordinate these networks and become a source of information for the community.
- Smaller networks must be formed to address specific needs and issues related to vulnerable groups.
- Smaller networks should function under an umbrella network where all the chairs of the different networks inform one another of what is happening and the networks can assist one another.
- Local Government must always have a representative on all these networks as it is a partner and key role-player.

Theme 2: The role and function of Local Government in community development

The literature and legislation informed this inquiry of the following aspects to be considered when developing a strategy related to the role and function of Local Government in community development:

- Local Government has a facilitating function to –
 - mobilise existing resources,
 - develop networks and partnerships and
 - facilitate a process where localised resources, knowledge and skills are mobilised to the benefit of the specific community.
- Local Government acts in a supportive role to ensure that the needs of community members be brought to the attention of the Department of Social Development.
- Local Government's actions aim towards quality and ease of access to basic services, economic opportunities and public transport.

The information above was confirmed and elaborated on by the participants. The following descriptions portray the participants' perceptions of the role and functions of Local Government in community development:

- Local Government must play a monitoring function in terms of basic services that address the specific needs of the community (based on an on-going community analysis).

- Local Government plays a supportive role to provide resources (i.e. existing venues, facilities, Grant in Aid [GiA], etc.) and use local service providers to contribute to social development. This means that Local Government becomes an active partner that provides available resources, knowledge and skills, in the same way as the other role-players and stakeholders.
- Two views regarding Local Government's role and function in terms of leading are presented, namely:
 - Local Government should be a partner and participant, but not the originator.
 - It should develop a clear strategy of how different internal departments could mainstream social issues and vulnerable groups, for example how youth could become skilled and employed, employment of women and persons with disabilities, etc.
 - Local Government, on behalf of Provincial Government, should facilitate and coordinate community development activities in the Municipal Area.

Also related to this theme, the participants described the role of Provincial Government, as discussed in the sub-theme that follows.

Sub-theme 2.1: Provincial Government's role and functions related to a Local Government strategy towards community development

- The strategy's goals and objectives should be aimed at, among others, aligning the timeframe of relevant activities with the Provincial and Local Government IDP processes.
- Direct contact between Local Government and Provincial Government is needed so that the Provincial IDP is clear to all – Local Government must therefore inform the stakeholders, role-players and community members of what is happening on Provincial Government Level.
- The importance of communication with communities are reported in terms of –
 - Clear communication to the community, through Local Government, in response to needs identified through Local Government's IDP.
 - Availability to meet with community.
- Two views were presented regarding Provincial Government's role and functions:
 - Provincial Government departments are responsible for coordination of networks and partnerships to ensure community development.
 - Local Government should act as an advocate on behalf of the community members and ensure that community needs are related to Provincial Government.
 - Local Government should ensure communication opportunities between Provincial Government and the community, and should relate provincial issues, support opportunities (i.e. call for proposals for service delivery by the Department of Social Development) to the community.
 - Local Government could relate specific social problems or needs to the relevant Provincial Departments or resources.
 - Local Government has an inter-government role to play. When social issues are identified it should be reported to Provincial Government, so that it could be included in the Provincial IDP (also referring to the alignment of the strategy with the IDP processes).

Sub-theme 2.2: The role and tasks of the community development professionals

The role of the community development professional, employed by Local Government, is also described in literature and by the participants. The sub-theme below attests to this aspect. The role and tasks of community development professionals are outlined in the literature as follows:

- The community development professional should make use of –
 - group capacity building and
 - consultation techniques.

These techniques must be used to align the community development strategy with the Provincial and Local Government IDP processes
- Relevant roles of the community development professional include: supporter, facilitator and coordinator.
- Community development professionals must encourage the involvement of communities and community organisations in the matters of Local Government.
- Facilitation by community development professionals should encourage the stakeholders to collectively harness all public resources behind common goals and within a framework of mutual support.
- Community development professionals should assist stakeholders to coordinate their activities to avoid wasteful competition and costly duplication.

The description above is confirmed and elaborated on by the participants:

- The roles of facilitator and coordinator mean that the community development professionals should be viewed as ‘enablers’ rather than ‘implementers’.
- Community developers of the Local Government must be able to move into the communities and they must communicate information to the people on grassroots level.
 - The capacity of Local Government’s community development section must be of such a nature that professionals are accessible in different communities.
- Facilitation should be used as a technique to ensure the coordination and mobilisation of resources, as well as collaboration between different role-players and stakeholders.
 - Connecting organisations or groups with appropriate service providers, government departments or NGO’s.
 - Linking needs with resources.
- Community development professionals should form a link between the community, Local Government and Provincial Government (liaison function). The professional ensures that Local Government is informed about community issues, while Local Government provides Provincial Government with this information. Information related to Provincial and Local Government matters are provided to community members.
- Coordination of and/or participation in networks and partnerships should form part of the community development professional’s tasks.
- Community development professionals should continuously be involved with needs and situational analysis to ensure that knowledge is obtained regarding –
 - Existing services, resources and skills,
 - Specific needs of the community and
 - Specific gaps in service delivery.
- The office of community development must be able to make referrals.

Theme 3: Vulnerable groups and social issues to be addressed by a Local Government strategy towards community development

The literature provides the following information regarding vulnerable groups and social issues that should be viewed as priority areas in community development:

- Vulnerable groups are:
 - People with chronic illnesses such as HIV and Aids,
 - People with disabilities,
 - Families,
 - Women,
 - Youth, specifically in terms of:
 - Young women
 - Youth with disabilities
 - Unemployed youth
 - School-aged-out-of-school-youth
 - Youth in rural areas
 - Youth living with HIV or AIDS
 - Youth heading households
 - Youth in conflict with the law
 - Youth abusing dependency creating substances
 - Children, specifically in terms of:
 - Children with disabilities
 - Children who are affected by HIV and Aids
- Social issues are:
 - Substance abuse,
 - ECD,
 - Education,
 - HIV and AIDS,
 - Poverty alleviation,
 - Gender equality,
 - Gang-related violence,
 - Crime,
 - Sexual violence against women and children,
 - Youth development and
 - Unemployment.

Sub-theme 3.1: Specific vulnerable groups and social issues in Stellenbosch LM that need to be included in the strategy

Specific needs identified by members of Stellenbosch LM community through Ward Committees during the IDP process:

- Primary health care,
- Afterschool club,
- Multipurpose centre,
- Poverty alleviation,
- Youth and skills development,
- Employment/unemployment/job creation (i.e. Local Economic Development [LED]),
- Sport facilities,
- Woman empowerment and
- Youth centre and old age centre.

The participants further identified the following vulnerable groups and social issues:

- Vulnerable groups include:
 - Persons with disabilities,
 - Youth,
 - Families,
 - Elderly,
 - Women,
 - ECD,
 - People living on the street,
 - Victims of trauma and
 - Abused women and children.
- Social issues include:
 - Substance abuse (identified as the primary social issue by all the participating groups),
 - Gender equality,
 - Health related issues –
 - HIV and AIDS;
 - TB and
 - Teenage pregnancies,
 - Parental programmes needed to address child abuse and behavioural problems among children,
 - Moral values must be developed among families to provide children and youth with role-models and safe environments,
 - Skills training - including development of entrepreneurship (i.e. LED),
 - Unemployment,
 - Public safety,
 - Home-based care for the sick, disabled and elderly,
 - Crime,
 - Gangsterism and
 - Environmental issues that influence public health, such as refuse and animals wondering the streets

Theme 4: Specific services related to community development

This final theme provides a description of specific services to be included in the strategy, as perceived by the participants.

- Community members need training to become able to address problems.
- Skills training to ensure employment.
- Education and training to assist volunteers that work with victims of trauma, families and persons addicted to substances.
- Community education to empower community members with skills to assist social workers and community developers to develop, mobilise and sustain community-based projects/programmes/activities.

2.2 Conclusion

Section 2 highlighted the nature of a Local Government strategy towards community development in terms of the requirements, principles, role-players and stakeholders, social issues and vulnerable groups. It also provides a framework for the role and functions of Local Government and community development professionals that informed the formulation of the strategy provided in Section 3.

SECTION 3: STRATEGY FOR COMMUNITY DEVELOPMENT FOR STELLENBOSCH MUNICIPALITY

This draft strategy was conducted to develop a concise strategic document that can be adopted by the Local Municipality of Stellenbosch as a guiding document for community development. It is based on a review of relevant literature, legislation and policy documents and on information obtained from relevant role-players and stakeholders. It should be noted that this document should be read in terms of the interrelated characteristics of the role and function of Local Government related to community development, as described in the first section of this document (White Paper on Local Government, 1998:23-26). Community development should furthermore be regarded as a constructive and collaborative effort that forms a “... a cornerstone of national development” (Hart, 2012:55).

Please note: The goals and objectives in the strategy should be seen as the ideal, as indicated by relevant stakeholders, literature, legislation and policy documents. It is based on the premise that the implementation of the identified goals should be determined in terms of priorities and available resources.

3.1 Clarification of key terms

As an introduction and to provide clarity, the following key terms will be described in terms of its relevance to this document.

3.1.1 Community development

Community development, in terms of this strategy, refers to “...a unique form of practice, with its *intrinsic orientation* towards democratic and participatory outcomes of collective change, *inclusion and equality*” (Hart, 2012:56). The process of community development therefore refers to a facilitation and coordination of activities where community members come together to take collective action and generate solutions to common problems that would lead to community economic, social, environmental and cultural well-being (Weyers, 2011; Frank & Smith, 2008). The collective action by networks and partnerships between different role-players and stakeholders, of which Local Government is a partner and not the “leader”, should be based on clearly defined roles and responsibilities. Stellenbosch LM should therefore develop a framework from which community development will be supported. This framework must relate directly to priority needs identified in the IDP. For this reason, community development professionals should be employed and provided with internal support and resources to be able to:

- Identify social issues and vulnerable groups that should be addressed in a sustainable developmental manner (i.e. community analysis aligned with IDP process);
- build community capacity in order to address the identified social issues by means of
 - training opportunities and
 - membership on forums and networks and
- take advantage of opportunities, find common ground and balance competing interests (Frank & Smith, 2008).

The latter entails that the results from the community analysis should be presented to the community, role-players and stakeholders. The specific issues to be addressed should be dealt with by means of collective planning and implementation within a network/partnership

structure. The community development professional will serve as a partner or member of a network.

Within the context of a Local Government strategy, community development involves the broader community of Stellenbosch LM. In order for it to be effective, it should adhere to the following principles:

- long-term commitments by all stakeholders and role-players;
- addressing the priority needs as identified in the specific community;
- well-inclusive by means of an inclusivity of all stakeholders and role-players related to identified vulnerable groups and social issues;
- an equitable, holistic and integrated approach that is initiated and supported by community members and
- mutual benefit and shared responsibility among community members.

3.1.2 Support in community development

As a partner in community development within Stellenbosch LM and as a representative of Provincial Government, the role and function of Local Government is in essence supportive in nature. Nielsen (2012:3) explains that a supportive role could be viewed as the facilitation and coordination of activities to ensure that services are delivered for the intended market (i.e. according to the priority needs identified in a community analysis). Support services include the following:

- Provision of resources (e.g. facilities, venues, technical assistance)
- Administrative and management functions (e.g. documentation of meetings, monitoring of activities, evaluation of projects/programmes, recordkeeping [library of information])
- Marketing of services (mapping of services, programmes, projects and providing information to the public)
- Research (community analysis)

3.1.3 Facilitation

For facilitation to take place one need a process and role-players involved in this process (also see the principles to be included in community as described in section 3.1.1 above). Facilitation means that partnerships between the state (i.e. Local Government on behalf of Provincial Government) and stakeholders, role-players and communities focus on empowerment and participation strategies to attain sustainable and collective change, inclusion and equality. It entails specific roles, as illustrated in the table below:

Table 3: Facilitation roles (McCain & Tobey, 2007)

Facilitations skills	Description
Group Leader	<ul style="list-style-type: none"> ▪ Modelling appropriate communication skills ▪ Ensuring a safe and conducive environment ▪ Providing complete feedback ▪ Managing group involvement processes ▪ Promoting the development of action plans
Agenda Manager	<ul style="list-style-type: none"> ▪ Practice to ensure planned timing is adequate for content ▪ Keep discussions and activities on track and balanced among participants by monitoring and evaluation
Content Expert	<ul style="list-style-type: none"> ▪ Accurately representing expertise ▪ Sharing relevant knowledge - Please note: This can only be done if the structure of the community development department is aligned with the needed expert skillset.
Role Model	<ul style="list-style-type: none"> ▪ Accurately representing expertise – Please note: Currently the community development department does not have experts in social fields, for example substance abuse, health, ECD, etc. ▪ Maintaining positive, professional demeanour
Consultant	<ul style="list-style-type: none"> ▪ Helping stakeholders and role-players understand and apply the concepts of community development ▪ Identifying environmental factors that support (or hinder) development

Please note that, although the community development professional will act as facilitator of the process and of pre-determined actions (as determined in the networks and/or partnerships), the different roles and tasks of the members of networks and/or partners in partnerships entail that each stakeholder/role-player will attend to some of the roles mentioned above. This aspect is an essential component of the democratic and participatory nature of community development.

3.1.4 Coordination

Coordination is one of the key tasks of a facilitator (McCain & Tobey, 2007). The community development professional acts as facilitator, which involves the following coordinating responsibilities:

- Liaisons between Local Government departments and Provincial Government and the community (including NGOs, CBOs and other service providers).
- Consulting with stakeholders and role-players to ensure that community needs and resources are linked.
- Developing action plans that involve different role-players (i.e. networks) to ensure effective developmental programmes.
- Monitoring and evaluation of the abovementioned action plans (Guide for team coordination, 2014).

The table below provides a description of the basic concepts related to coordination.

Table 4: Coordination – Basics concepts (McCain & Tobey, 2007)

Basic concept	Description
Meaning	It is an orderly arrangement of group efforts in pursuit of common goals
Scope	It is broader than cooperation, which is included, because it harmonises the group efforts
Process	The function of coordination is supported by top management
Requirements	Coordination is required by all Local Government departments, stakeholders and role-players irrespective of their work
Relationship	It establishes formal and informal relationships between key structures
Support	It seeks wholehearted support from various people working at various levels

Please note that the coordination function is an on-going and time-consuming aspect of the community development professional. It is a key function, as it forms the foundation for the support services mentioned above and of monitoring and evaluation.

3.1.5 Monitoring and Evaluation

The inclusion of monitoring and evaluation as a key component in the strategy mirrors “...*the global thrust for greater transparency and accountability around all institutions that deal with public or private goods and services*” (Naidoo and Henning, 2012:5). The aim is to ensure evidence-based planning and decision-making (Ishmail, 2012:35; Naidoo and Henning, 2012:5). Bosch (2012:38) asserts that monitoring and evaluation should aim to ensure that compliance takes place. For the purpose of this strategy, it should ensure that what was intended is achieved. In line with this viewpoint, Phillips (2012:13) explains that the purpose of monitoring and evaluation is, among others, to introduce the outcomes approach “...to –

- *detail planning, implementation and monitoring and evaluation;*
- *promote monitoring and evaluation in Government;*
- *monitor the performance of individual national and provincial departments and municipalities; and*
- *monitor frontline service delivery”.*

Monitoring and evaluation, in the context of this document, refers to

- Monitoring and evaluation of progress related to the strategy and
- Monitoring and evaluation of services to the community of Stellenbosch LM in terms of how needs and resources are being matched.

Monitoring requires the on-going, systematic collection and analysis of information to ensure the efficiency and effectiveness of community development projects/programmes. Monitoring activities should therefore form part of the layout of the strategy, as well as future planned activities. It assists the role-players to re-plan where needed and serves as a tool for evaluation. Evaluation is the comparison of actual project impacts against the agreed

strategic goals. It is linked to a time-frame. For this reason, the monitoring activities are viewed as formative evaluation, where adjustments to plans could be made, while the final evaluation takes place at the end of a pre-determined period. What monitoring and evaluation have in common is that they are geared towards learning from what you are doing and how you are doing it, by focusing on:

- Efficiency: Is the input appropriate to the output?
- Effectiveness: Are the goals and objectives met?
- Impact: Is community participation taking place? Are social issues influenced to create sustainable change?

The focus of the strategy will be on monitoring tools, with the understanding that it would be used to evaluate the strategy at the end of pre-determined periods. The monitoring tools should assist the community development professionals with the following:

- Establishing indicators of efficiency, effectiveness and impact;
- Setting up systems to collect information relating to these indicators;
- Collecting and recording the information;
- Analysing the information;
- Using the information to inform day-to-day management (Shapiro, 2013:7).

Please note that, in order for effective monitoring and evaluation to take place, the community development professional needs to consciously plan monitoring-and-evaluation activities. It is an on-going and time-consuming part of community development that ensures that the strategy leads to sustainable change.

3.2: Strategic framework

Please note that not all the data obtained was included in this draft strategy, since not all needs can be addressed within one framework. The information that overlapped between the literature and information obtained from focus groups was therefore included as priority areas. The strategic framework below will be described in terms of goals, objectives, tasks, key role-players, infrastructure and resources needed; time-frame and monitoring tools.

Two aspects that could not be completed during this process, as it is dependent on decisions from Stellenbosch LM, are the actual costs needed to implement the strategy and the timeframe for each activity. The decisions are dependent on prioritisation of the identified goals, objectives and tasks, as well as on the manpower and other resources available.

Goal 1: To facilitate transparent communication between Provincial Government Departments, Local Government and the community of Stellenbosch LM (external and internal focus)

Intended outcomes:

- Alignment between Provincial and Local Government’s IDPs in terms of community development
- Communication related to provincial matters pertaining to community development are being communicated to the community
- Community needs and expectations pertaining to community development are being communicated to Local and Provincial Government (relevant departments)

Objectives	Key tasks	Key role-players	Infrastructure resources needed &	Time-frame & Actual costs	Monitoring tools
Community analysis in different communities	Alignment with IDP processes of Provincial and Local Government IDP meetings Network meetings Circulars Development of a community analysis plan Data collection Data analysis Write final report	Community development professional (CDP) as facilitator and coordinator CDP supportive staff Ward councillors, members representing vulnerable groups and religious organisations to assist with data collection and analysis	Venues and other infrastructure needed Documentation (technical and stationery resources) Manpower Transport		Community analysis document with a clear descriptions of needs and expectations of community members, as well as of current resources/services available and accessible related to the needs/expectations
Feedback to Local Government regarding outcomes of community analysis	Distribution of final report Ensuring that discussions of final report takes place and that decisions are made for further action Agreements regarding further action to be taken	CDP Mayoral Committee Manager’s Committee (all line departments)	Venues Documentation (technical and stationery resources) Manpower Transport		Minutes of discussion sessions

	<p>Alignment with IDP process</p> <p>Identification of Local Government's current and future support and assistance to priority matters</p>				
<p>Structured communication with Provincial Departments regarding outcomes of community analysis</p>	<p>Attendance and participation in Provincial IDP Indaba</p> <p>Consult and cooperate with representative from the Provincial Department of Social Development to develop a local Inter-governmental relations (IGR) forum</p> <p>Alignment with IDP process</p> <p>Service Level Agreements</p>	<p>CDP</p> <p>Department of Social Development</p> <p>Department of Health</p> <p>Department of Education</p> <p>Department of Public Works</p> <p>South African Police Service</p>	<p>Venues</p> <p>Transport</p> <p>Manpower</p> <p>Documentation (technical and stationery resources)</p>		<p>Minutes of discussion sessions</p>
<p>Structured communication with community stakeholders and role-players regarding outcomes of community analysis</p>	<p>Develop communication structures (e.g. Facebook, newsletters, electronic messaging, website, library with information related to services available, resources, etc.[Central Access Point])</p> <p>Attending IDP meetings</p> <p>Attending network forums/Sector engagement</p>	<p>CDP as facilitator and coordinator</p> <p>Ward councillors, members representing vulnerable groups, NGOs/NPOs and religious organisations/FBOs</p> <p>Business sector</p>	<p>Manpower (development of communication structures require time and expertise)</p> <p>Documentation (technical and stationery resources)</p> <p>Venues</p> <p>Transport</p>		<p>Minutes of discussion sessions</p> <p>Analysis of community responses to be provided to Local and Provincial Government</p>

Goal 2: To facilitate and coordinate the development and sustainment of networks and partnerships (external focus)

Intended outcomes:

- The identification of community needs and expectations (linked to Goal 1)
- Participation in existing networks and development of partnerships to address the identified needs and expectations
- Development of umbrella network to coordinate services/programmes/projects related to social development and to ensure the use of localised knowledge, skills and resources to address social issues and the development of vulnerable groups
- Develop capacity of community resources (linked to Goal 3)

Objectives	Key tasks	Key role-players	Infrastructure & resources needed	Time-frame & Actual costs	Monitoring tools
List all social issues and vulnerable groups to be addressed through community development	Differentiate between community needs (i.e. community analysis) and the resources available to address needs Alignment with IDP priorities Communication with Council to identify priority areas	CDP and support staff Mayoral Committee	Manpower Documentation (technical and stationery resources)		List of all social issues and vulnerable groups to be addressed through community development List of social issues and vulnerable groups to be attended to based on IDP priorities and resources available to address needs
Use the findings of the community analysis and relate to current Provincial and Local Government services	List current services by Provincial Government GiA focus aligned with identified priorities List services by NGOs/FBOs Align current services/programmes with identified needs Distribution of list to internal line departments and relevant Provincial Departments Participation in IDP Indaba	CDP All Local Government Departments All relevant Provincial Government Departments	Manpower (time-consuming in terms of communication with relevant stakeholders and administration) Transport Documentation (technical and stationery resources)		Comprehensive list to indicate correlation between services and community needs/expectations
Identify knowledge, skills and resources available and needed to ensure	SWOT analysis of current services by all stakeholders (using the list in objective above)	CDP Network chairs	Manpower (time-consuming in terms of communication with relevant stakeholders)		List of knowledge, skills and resources available and needed according to each of the identified

effective community development			and administration) Documentation (technical and stationery resources)		needs/expectations
Identify key stakeholders and role-players and link with the specific needs and expectations to be addressed through community development	Discussions with key-role players to negotiate “who” will do “what” Formal agreements regarding “who’ will do “what” Identify the role and function of Local Government in the partnerships/agreements and align with GiA budget Coordinate the final agreement between the stakeholders and role-players Map the services in terms of “who” will do “what” and “where” (area)	CDP as coordinator NGOs/NPOs Religious organisations/FBOs Formal groups representing vulnerable groups Business sector All relevant Local Government departments All relevant Provincial Government departments			List of “who” can do “what” and “where” in terms of specific needs/expectations related to community development Service Level Agreements
Identify existing networks that address the identified issues and become an active partner in these networks to represent Local Government	Formal contact with networks to discuss the role of the CDP in the networks (clarify expectations) Structured feedback to line departments and Council related to issues identified in the networks, and discuss and clarify how Local Government can contribute as active partner	CDP as representative All existing networks	Manpower (dedicated time to actively participate in networks and to document and communicate with line departments and Council on matters arising) Transport		List of existing networks, indicating the needs that are being addressed and how Local Government will be engaged as a partner
Develop an umbrella network to ensure coordination	Invitation to existing network chairs to form part of an umbrella network	CDP	Manpower (coordination and		List of members of the umbrella network, indicating the needs that are being

<p>of services and links between communities and services</p>	<p>Develop a structure (formalise purpose and functions) for umbrella network</p> <p>Coordinate the functions of the umbrella network as facilitator</p> <p>Use year plans of networks to align with IDP processes</p> <p>Use umbrella network as platform for communication between Local Government and local service providers</p> <p>Liaise between IGR forum and umbrella network</p>	<p>Existing networks</p> <p>Provincial Departments</p>	<p>facilitation)</p> <p>Documentation (technical and stationery resources)</p> <p>Venues</p> <p>Transport</p>		<p>addressed and how Local Government will be engaged as a partner</p>
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Goal 3: To facilitate and coordinate opportunities to build the capacity of community members and resources (internal and external focus)

Intended outcomes:

- Skills development and employment opportunities are explored within Local Government departments (linked to Goal 4)
- Training needs of volunteers and service providers are identified
- Training opportunities are explored and mobilised
- Focus areas to address current identified community needs and expectations include:
 - Skills training for youth
 - Educational programmes for families
 - Skills training for volunteers and service providers

Objectives	Key tasks	Key role-players	Infrastructure resources needed &	Time-frame & Actual costs	Monitoring tools
Use community analysis and needs identified through networks to identified areas where training needs to be facilitated	Identification of training needs Align training needs with IDP priorities and priorities identified by Council Identify relevant trainers/training institutions and negotiate partnerships Develop a training budget and present it to Council	CDP Umbrella network	Manpower Transport Documentation (technical and stationery resources)		List of training needs List of available trainers/training institutions
Facilitate skills training opportunities for youth	Partnerships with internal Human Resource and Skills Development sections Providing practical support (i.e. funding opportunities, venues and technical equipment) Monitoring accreditation of qualifications by trainers/training institutions, attendance and certifications Coordination between training, training outcomes and practical placements	CDP Trainers/Training institutions Local Government (funding and placements for practical training) departments Business sector (funding and placements for practical training)	Manpower (time-consuming in terms of partnerships development and monitoring/coordination function) Transport Venues and technical support Documentation (technical and stationery resources)		Summary of funding available for training opportunities List of training opportunities Marketing of training opportunities Evaluation of outcomes of training opportunities

<p>Facilitate educational programmes and skills training opportunities for families, focusing on</p> <ul style="list-style-type: none"> ▪ Moral development ▪ Parenting skills ▪ Teenage parents' needs 	<p>Providing practical support (i.e. funding opportunities, venues and technical equipment)</p> <p>Monitoring accreditation of qualifications by trainers/training institutions, attendance and certifications</p> <p>Coordination between training, training outcomes and practical placements</p>	<p>CDP</p> <p>Trainers/Training institutions</p> <p>Religious organisations/FBOs</p> <p>NGOs</p> <p>NPOs</p>	<p>Manpower (time-consuming in terms of monitoring/coordination function)</p> <p>Transport</p> <p>Venues and technical support</p> <p>Documentation (technical and stationery resources)</p>	<p>Summary of funding available for educational programmes and skills training opportunities</p> <p>List of educational programmes and skills training opportunities</p> <p>Marketing of educational programmes and skills training opportunities</p> <p>Evaluation of outcomes of educational programmes and skills training opportunities</p>
<p>Facilitate educational programmes and skills training for volunteers and service providers related to</p> <ul style="list-style-type: none"> ▪ ECD ▪ Substance abuse ▪ Victims of trauma (i.e. women and children) ▪ Crime prevention 	<p>Providing practical support (i.e. funding opportunities, venues and technical equipment)</p> <p>Monitoring accreditation of qualifications by trainers/training institutions, attendance and certifications</p> <p>Coordination between training, training outcomes and practical placements</p>	<p>CDP</p> <p>Religious organisations/FBOs</p> <p>NGOs</p> <p>NPOs</p>	<p>Manpower (time-consuming in terms of monitoring/coordination function)</p> <p>Transport</p> <p>Venues and technical support</p> <p>Documentation (technical and stationery resources)</p>	<p>Summary of funding available for educational programmes and skills training</p> <p>List of educational programmes and skills training</p> <p>Marketing of educational programmes and skills training</p> <p>Evaluation of outcomes of educational programmes and skills training</p>

Goal 4: Internal mainstreaming of social issues and vulnerable groups (internal focus)

Intended outcomes:

- Listing of current practices related to social issues and vulnerable groups in Stellenbosch LM
- Listing of future possible practices related to social issues and vulnerable groups in Stellenbosch LM
- Development of criteria and monitoring tools for community development projects (GiA) that receive financial support for Local Government

Objectives	Key tasks	Key role-players	Infrastructure resources needed &	Time-frame & Actual costs	Monitoring tools
Communication with individual Local Government departments to assess current contributions and identify possible future contributions of line departments	<p>Development of a measurement tool to be able to qualify and quantify line departments' current contributions to the development of vulnerable groups</p> <p>Meetings with relevant role-players in each line department to assess and plan future contributions (alignment with unemployment data base and EPWP)</p> <p>Report on current contributions and future planned contributions by line departments</p>	<p>CDP</p> <p>All Heads of Departments of Local Government departments</p> <p>Relevant staff members of line departments</p>	<p>Manpower (coordination, development of measurement tool)</p> <p>Documentation (technical and stationery resources)</p>		<p>Report on current contributions by line departments</p> <p>List of future planned contributions by line departments</p> <p>Measurement tool to assess contributions to the development of vulnerable groups</p>
Develop a Local Government profile related to inclusion of youth, women and persons with disabilities to ensure equality	<p>Align current recruitment and employment with the Human Resources and EPWP</p> <p>Supportive function to Human Resource section</p>	<p>CDP together with the Human Resource section</p>	<p>Manpower (support to Human Resource section)</p> <p>Documentation (technical and stationery resources)</p>		<p>Local Government profile related to current and future inclusion of youth, women and persons with disabilities to ensure equality</p>
Develop criteria for applications and screening of financial	<p>Develop criteria</p> <p>Align with information obtained through community analysis, IDP</p>	<p>CDP</p> <p>Relevant staff to serve on screening</p>	<p>Manpower (development of criteria, chairing of screening committee)</p>		<p>Criteria for applications</p> <p>Screening criteria</p>

support to community development projects (GiA)	priorities and Council's identified priorities for community development Mobilise a screening committee for GiA applications	committee Council (approval)	Documentation (technical and stationery resources)		
Develop a monitoring system for community development projects that receive financial support (GiA)	Develop criteria Implement monitoring system	CDP Screening committee	Manpower (time-consuming in terms of monitoring function) Transport Documentation (technical and stationery resources)		Monitoring system for community development projects (GiAs)

Goal 5: To facilitate and coordinate resource management to ensure accessibility of service delivery in Stellenbosch LM (internal and external focus)

Intended outcomes:

- The development of a resource list in terms of locations
- Provision of information to Local and Provincial Governments related to issues that influence availability and accessibility of services
- To distribute information pertaining to existing services in the community

Objectives	Key tasks	Key role-players	Infrastructure resources needed &	Time-frame & Actual costs	Monitoring tools
Listing of all programmes, projects and services in the different communities, with specific focus on identified needs in community analysis	<p>Make use of information obtained in Goal 1</p> <p>Mapping of identified needs in terms of communities where needs exist</p> <p>Mapping of existing services in communities</p> <p>Create pamphlets, booklets and newsletters to distribute information</p>	<p>CDP</p> <p>Ward Councillors</p> <p>Umbrella network</p>	<p>Manpower</p> <p>Documentation (technical and stationery resources)</p>		<p>List of programmes, projects and services in each community</p> <p>Pamphlets, booklets and newsletters</p>
Gap analysis to identify the gaps related to identified issues to be addressed within communities and availability of services	<p>Make use of map in objective above</p> <p>Identify gaps between the needs for specific services and the availability of such services in each community</p> <p>Report on findings related to gaps in service delivery to address identified social issues in communities</p>	<p>CDP</p> <p>Ward Councillors</p> <p>Umbrella network</p>	<p>Manpower</p> <p>Documentation (technical and stationery resources)</p>		<p>Report on findings related to gaps in service delivery to address identified social issues in communities</p>
Communicate findings related to gaps in service delivery to address identified social issues in	<p>Document findings in a newsletter</p> <p>Distribute findings</p> <p>Arrange meetings with internal (i.e. line departments and IGR forum) and external (i.e. Ward Councillors and umbrella network) to</p>	<p>CDP</p> <p>Ward Councillors</p> <p>Umbrella network</p> <p>IGR forum</p>	<p>Manpower (newsletter, facilitate and document meetings)</p> <p>Transport</p> <p>Documentation (technical</p>		<p>Newsletter</p> <p>Minutes of meetings with stakeholders</p>

communities	discuss future strategies to address gaps Distribute identified strategies among stakeholders	Internal line departments	and stationery resources)		
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Goal 6: To evaluate the outcomes of the strategy

Intended outcome:

- Review of the existing strategy
- Further alignment with Provincial and Local Government Integrated Development Plans

Framework for evaluation

Intended outcomes	Objectives	Monitoring tool used	Efficiency	Effectiveness	Impact
Goal 1: To facilitate transparent communication between Provincial Government, Local Government and the community of Stellenbosch LM					
<ul style="list-style-type: none"> ▪ Alignment between Provincial and Local Government’s IDPs in terms of community development ▪ Communication related to provincial matters pertaining to community development are being communicated to the community ▪ Community needs and expectations pertaining to community development are being communicated to Local Government and to Provincial Government (relevant departments) 	Community analysis in different wards	Community analysis document with a clear descriptions of needs and expectations of community members, as well as of current resources/services available and accessible related to the needs/expectations			
	Feedback to Local Government regarding outcomes of community analysis	Minutes of discussion sessions			
	Structured communication with Provincial Departments regarding outcomes of community analysis	Minutes of discussion sessions			
	Structured communication with community stakeholders and role-players regarding outcomes of community analysis	Minutes of discussion sessions Analysis of community responses to be provided to Local and Provincial Government			

Goal 2: To facilitate and coordinate the development and sustainment of networks and partnerships					
<ul style="list-style-type: none"> ▪ The identification of community needs and expectations (linked to Goal 1) ▪ Participation in existing networks and development of partnerships to address the identified needs and expectations ▪ Development of umbrella network to coordinate services/programmes/projects related to social development and to ensure the use of localised knowledge, skills and resources to address social issues and the development of vulnerable groups ▪ Develop capacity of community resources (linked to Goal 3) 	List all social issues and vulnerable groups to be addressed through community development	List of all social issues and vulnerable groups to be addressed through community development List of social issues and vulnerable groups to be attended to based on IDP priorities and resources available to address needs			
	Use the findings of the community analysis and relate to current Provincial and Local Government services	Comprehensive list to indicate correlation between services and community needs/expectations			
	Identify knowledge, skills and resources available and needed to ensure effective community development	List of knowledge, skills and resources available and needed according to each of the identified needs/expectations			
	Identify key stakeholders and role-players and link with the specific needs and expectations to be addressed through community development	List of “who” can do “what” and “where” in terms of specific needs/expectations related to community development Service Level Agreements			
	Identify existing networks that address the identified issues and become an active partner in these networks to represent Local Government	List of existing networks, indicating the needs that are being addressed and how Local Government will be engaged as a partner			
	Develop small networks that address the gaps in services related to the identified needs	List of all networks (including old and newly developed networks), indicating the needs that are being addressed and how Local Government will be engaged as a partner			
	Develop an umbrella network to ensure coordination of services and links between communities and services	List of members of the umbrella network, indicating the needs that are being addressed and how Local Government will be engaged as a partner List of members of the umbrella network, indicating the needs that are being addressed and how Local Government will be engaged as a partner			

Goal 3: To facilitate and coordinate opportunities to build the capacity of community members and resources					
<ul style="list-style-type: none"> ▪ Skills development and employment opportunities are explored within Local Government departments (linked to Goal 4) ▪ Training needs of volunteers and service providers are identified ▪ Training opportunities are explored and mobilised ▪ Focus areas to address current identified community needs and expectations include: <ul style="list-style-type: none"> ○ Skills training for youth ○ Educational programmes for families ○ Skills training for volunteers and service providers 	Use community analysis and needs identified through networks to identified areas where training needs to be facilitated	List of training needs List of available trainers/training institutions			
	Facilitate skills training opportunities for youth	Summary of funding available for training opportunities List of training opportunities Marketing of training opportunities Evaluation of outcomes of training opportunities			
	Facilitate educational programmes and skills training opportunities for families, focusing on <ul style="list-style-type: none"> ▪ Moral development ▪ Parenting skills ▪ Teenage parents' needs 	Summary of funding available for educational programmes and skills training opportunities List of educational programmes and skills training opportunities Marketing of educational programmes and skills training opportunities Evaluation of outcomes of educational programmes and skills training			
	Facilitate educational programmes and skills training for volunteers and service providers related to <ul style="list-style-type: none"> ▪ ECD ▪ Substance abuse ▪ Victims of trauma (i.e. women and children) ▪ Crime prevention 	Summary of funding available for educational programmes and skills training List of educational programmes and skills training Marketing of educational programmes and skills training Evaluation of outcomes of educational programmes and skills training			

Goal 4: Internal mainstreaming of social issues and vulnerable groups					
<ul style="list-style-type: none"> ▪ Listing of current practices related to social issues and vulnerable groups in Stellenbosch LM ▪ Listing of future possible practices related to social issues and vulnerable groups in Stellenbosch LM ▪ Development of criteria and monitoring tools for community development projects (GiA) that receive financial support for Local Government 	Communication with individual Local Government departments to assess current contributions and identify possible future contributions of line departments	Report on current contributions by line departments List of future planned contributions by line departments Measurement tool to assess contributions to the development of vulnerable groups			
	Develop a Local Government profile related to current and future inclusion of youth, women and persons with disabilities to ensure equality	Local Government profile related to current and future inclusion of youth, women and persons with disabilities to ensure equality			
	Develop criteria for applications and screening of financial support to community development projects (GiA)	Criteria for applications Screening criteria			
	Develop a monitoring system for community development projects that receive financial support (GiA)	Monitoring system for community development projects (GiAs)			
Goal 5: To facilitate and coordinate accessibility of service delivery in the Stellenbosch LM					
<ul style="list-style-type: none"> ▪ The development of a resource list in terms of locations ▪ Provision of information to Local and Provincial Governments related to issues that influence availability and accessibility of services ▪ To distribute information pertaining to existing services in the community 	Listing of all programmes, projects and services in the different communities, with specific focus on identified needs in community analysis	List of programmes, projects and services in each community Pamphlets, booklets and newsletters			
	Gap analysis to identify the gaps related to identified issues to be addressed within communities and availability of services	Report on findings related to gaps in service delivery to address identified social issues in communities			
	Communicate findings related to gaps in service delivery to address identified social issues in communities	Newsletter Minutes of meetings with stakeholders			

3.3 Concluding remarks

This community development strategy focuses on the facilitation and mobilisation of stakeholders and key role-players in Stellenbosch LM to develop networks and partnerships where a variety of skills, knowledge and resources could contribute to a collaborative action towards sustainable change. Some of the key contributions that could be made by Stellenbosch LM, *as a partner*, include provision of facilities to organisations that implement community development projects, provision of skills and knowledge related to such projects and ensuring that communication between the community and Provincial Government and its departments is effective and in line with the IDP processes. As part of a collaborative effort where resources, knowledge and skills are shared, Local Government must have a clear understanding of how it could contribute in this regard. The final implementation of this strategy will therefore depend on the priorities identified, based on available resources. The *community practitioner's role* should be considered as a key aspect, and should therefore be noted as an important contribution to the community development process in Stellenbosch LM.

This draft strategy for community/social development by Local Government should be read in terms of the fact that the Provincial Government is seen as the key structure responsible for community/social development. The Provincial Government departments (Departments of Social Development, Education, Health, Public Works, etc.) are therefore responsible for the planning and implementation of services related to community/social development. Local Government's role and function could be seen as representation of Provincial Government in a community, and as an advocate for local communities. The emphasis is therefore on a clear communication line between Provincial Government, Local Government and the community.

This strategic framework for community development at a local level is therefore based on the following requirements provided in Section 152 of the Constitution of the Republic of South Africa (1996, Chapter 7):

- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of Local Government.

For this reason the priorities within this strategy should be viewed in terms of

- 1. A needs analysis**
- 2. Networking with the community, within Local Government and with Provincial Government Departments**
- 3. Mainstreaming and coordinating, ensuring that the implementation of the strategy is aligned with the IDP processes of both Local and Provincial Government**

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