

SECTION D: SUCCESS STORIES

1. Introduction

The implementation activities of the MCDC-project (with regard to the strategies and projects captured in Section C, paragraph 4.8 on page 139), were initiated in October 1997 with the

establishment of three Development Task Teams (discussed in detail in Section E., paragraph 2.5 on page 161). Although the MCDC-project is regarded as a long-term development initiative, some successes have been achieved since the launch thereof in September 1997. These successes related to the implementation of its strategic projects (discussed in paragraph 4.5 on page 134), as well as other projects and strategies. Progress on the latter is discussed in this section as part of the successes achieved with the progress on the establishment of the MCDC (over a 30-month period starting in October 1997).

2. Successes with the implementation of the strategic projects

2.1. The focused marketing strategy

The compilation of a marketing strategy (also refer to the discussion on paragraph 4.5.1 on page 134), was also completed in August 1997 and resulted into a report known as the *"Marketing Strategy for the MCDC"*. This marketing strategy was approved by the then Greater Pretoria Metropolitan Council on 4 September 1997 (GPMC, 1997d).

The fact that the marketing strategy for the MCDC-project was approved simultaneously with the approval of the IGDIS report, created the advantage that the MCDC initiatives could in terms of the potential for private sector investment, be communicated much quicker. The MCDC project team, at that point in time, also incorporated a marketing manager appointed by the former GPMC, to proceed with the implementation of the approved marketing strategies. Marketing activities, which were implemented since October 1997, included the following:

- ◆ the publication of a bimonthly newsletter, the MCDC News;
- ◆ the establishment of the MCDC Business Forum as a platform to communicate MCDC-related matters to the business and investor sectors ;
- ◆ press releases on progress with the project and crucial issues on a regular basis;
- ◆ information sheets on important development opportunities and development areas;
- ◆ newspaper articles;
- ◆ the development of a website;
- ◆ exhibitions;
- ◆ presentations at conferences (such as the Third Urban Planning and Environmental Symposium and AKCI);
- ◆ a marketing video that was distributed world-wide through embassies located in Pretoria;
- ◆ a photo-bank;
- ◆ video clippings;
- ◆ a marketing package that was compiled and distributed world-wide through visits by foreign delegations, as well as visits made by local councillors to countries abroad;
- ◆ an awareness brochure which was compiled and distributed;
- ◆ an MCDC Golf Day, which was held in May 2000, to interact with investors, developers, financial institutions and businessmen; and
- ◆ a comprehensive marketing brochure was compiled and distributed.

2.2. The small business support programme

The implementation of this project (also refer to discussion on paragraph 4.5.2 on page 134), was initiated in October 1997. The project was from the start handicapped by capacity-problems within the responsible authority, the former Greater Pretoria Metropolitan Council. This resulted in a workshop that was held with a number of public and representative private sector institutions from all over the country, which took place on 10 March 1998. As a result of this workshop, a number of crucial issues were identified, which could be dealt with as individual projects. These issues included the following:

- ◆ involving the corporate business sector in the setting up of so-called container businesses;
- ◆ stimulating home-based development initiatives, as well as stimulating urban agriculture;
- ◆ involving large enterprises in local entrepreneurial development;
- ◆ promoting practical training;
- ◆ facilitating access to funds for small-scale business development projects;
- ◆ ensuring affordable cost of capital and creating easier access to markets;
- ◆ establishing links to tourism opportunities and markets;
- ◆ involving pensioners in small business development; and
- ◆ developing entrepreneurship among communities.

Two implementation processes emanated from the above workshop. One pertained to the drafting of business plans for small-scale hydroponic systems as a method to promote urban agriculture as well as the wholesale distribution of meat in the northern parts of the MCDC area. Secondly, in January 1998 it resulted in a request from the MCDC Business Development Task Team to appoint a "*Business Development Champion*". The main purpose of this proposed appointment was to promote business development in the MCDC area. This resulted in a three-year continuous appointment in September 1999. The appointed company, Business Performance Systems, specialises in facilitating the establishment of businesses (GPMC, 1999a). This initiative resulted in a process whereby in April 2000 a total of 108 potential business development opportunities had been identified, evaluated and prioritised.

Project scopes, testing the pre-feasibility of each, were compiled for 12 of these projects. For some, processes were initiated to transform the project scopes into proper business plans to initiate funding applications and implementation.

2.3. The public support programme

The public support programme (also refer to the discussion on paragraph 4.5.3 on page 135) relates to incentives put in place to promote development within the MCDC area. The progress made in this regard included an investigation by the former GPMC's Directorate: Metropolitan Economic Development into all possible incentives local government could apply at local levels to promote overall economic development.

A bulk service contribution policy is being compiled since 1999. Although not finalised, the MCDC project team did succeed to be in constant negotiation with the project manager responsible for the compilation of the policy. The purpose of the negotiations was to establish

a subsidised discount benefit for investors who would like to establish in the MCDC-area (GPMC, 2000d and City Management Consultants, 2001).

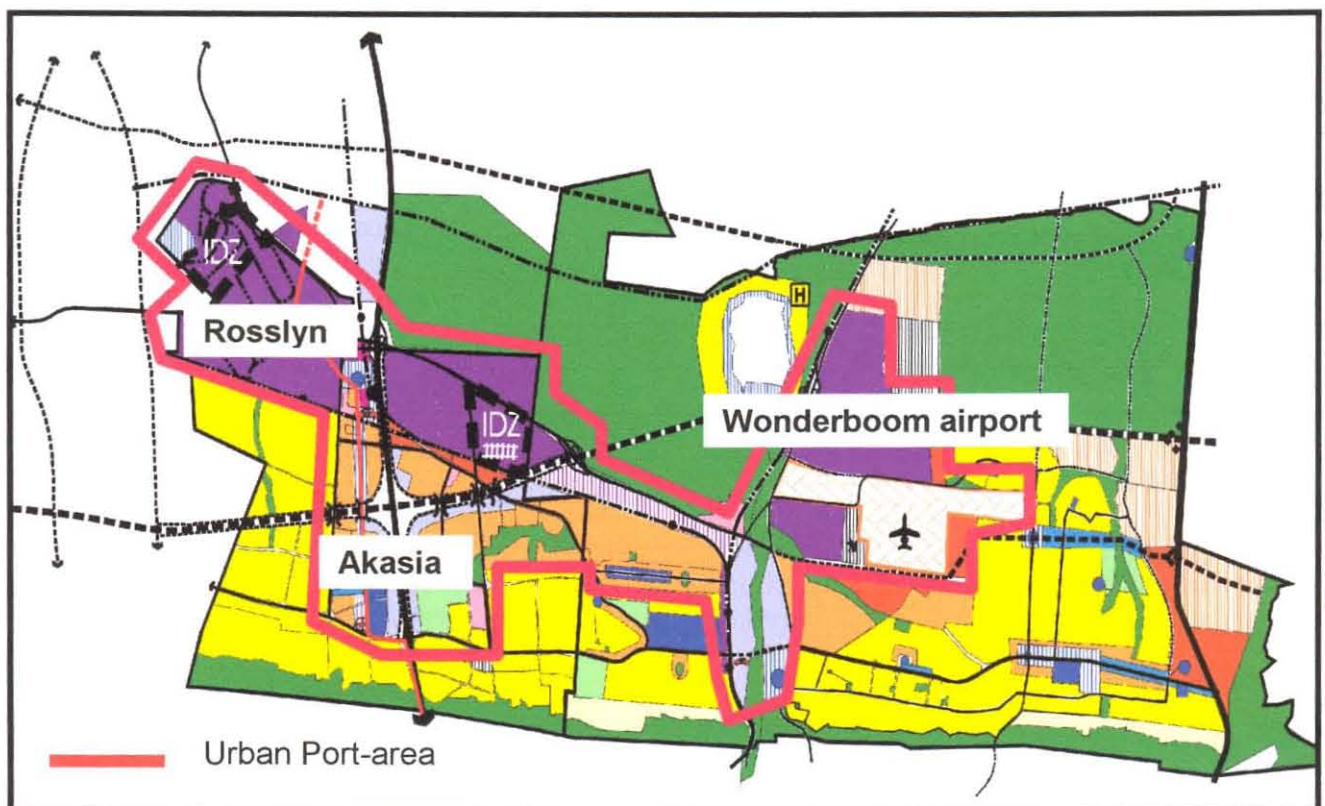
The most successful support seems to be the fully serviced industrial land of 144,5 hectares in Rosslyn Extension 2 (see Figure 38 on page 147 for the location of the Rosslyn industrial area), which was purchased by the former Greater Pretoria Metropolitan Council in 1998. The industrial land is used as a land incentive to attract industrial development to the Urban Port-area (see discussion on the Urban Port in paragraph 4.5.4 on page 135, as well as paragraph 2.4 below) (GPMC, 1998a and 1999a). Two applications with a total investment value of approximately R120 million were approved by the former Greater Pretoria Metropolitan Council (GPMC, 1998j and 1999b and c). The one application was for the development of a vehicle distribution centre to ease the export of locally manufactured motor vehicles and the other for the expansion of a pet food manufacturing plant. Two other applications (for meat processing and the manufacturing of collapsible steel containers), comprising a total investment value of approximately R200 million, were also under consideration by the former Greater Pretoria Metropolitan Council in April 2000 (GPMC, 2000a and b).

2.4. The development of an Urban Port

Various kinds of progress were made with regard to the planning of the proposed Urban Port (also refer to the discussion on paragraph 4.5.4 on page 135).

The planning process was initiated in 1998 and resulted in the preparation of an "Urban Port Spatial Development Framework" (Urban-Econ Development Economists, 1998a). The completion of the above investigation was in November 1998 followed by the initiation of a process to establish an Industrial Development Zone in the proposed Urban Port area (also refer to Figure 38 below).

Figure 38: The Urban Port area



For this purpose, an Industrial Development Zone motivation report was compiled for lobbying with the appropriate authorities to investigate and support the initiative (Urban-Econ Development Economists, 1998b).

In 1999, the above investigations resulted in yet another investigation. This investigation determined the strategic value of the Urban Port area. The report known as "*A Strategic Development Perspective of the Urban Port*", was completed in June 2000 (APS Plan Africa, 2000a). Simultaneous with the latter investigation, a process was initiated to plan the south-western quadrant of the proposed Urban Port area in more detail. The purpose, to guide the development requirements experienced by the local government in the area (APS Plan Africa, 2000b).

An access management plan for the Urban Port area (to ensure maximum accessibility and adequate circulation), was also completed in June 2000 (Africon, 2000).

In February 2000, the Development Bank of Southern Africa (DBSA)⁶⁸ initiated an investigation amounting to R500 000, focusing on determining the potential declaration of the Urban Port area as a Special Economic Zone (SEZ). The purpose was to determine supportive measures for the development of the automotive cluster already located in the former Greater Pretoria Metropolitan Area (Urban-Econ Development Economists, 2000a).

A number of other supportive projects affecting the development of the Urban Port area were also conducted during the 30 months between October 1997 and April 2000. It included the initiation of processes to upgrade the Wonderboom Airport area into a possible international airport, the extension of the K8 route towards the N1 highway, the construction of the missing link in the K14, the upgrading of three railway stations and inter-modal facilities, as well as the construction of the N4 Platinum Toll Highway.

The Urban Port area has been recognised by the former Greater Pretoria Metropolitan Integrated Development Plan 1999/2000 as one of four major Metropolitan Activity Nodes (MAN's) (Plan Practice Town Planners, 2000).

2.5. Developing an open space policy for the MCDC area

The Environmental Conservation Act, Act 73 of 1989, provides for the compilation of Environmental Impact Assessments (EIA's) to, amongst others, ensure sustainable environmental development. However, the compilation of EIA's is expensive and time consuming. The approval process of submitted EIA applications is often even more time consuming and could, therefore, hamper quick delivery and development in the MCDC area, to a serious degree.

Therefore, the execution of a strategic environmental assessment was initiated in the beginning of 1998 and completed in 1999, focusing on the entire MCDC area (also refer to discussion on paragraph 4.5.5 on page 135). From this information, Plan Associates compiled an interim open space system, which included an "*Interim Open Space Policy*". This policy document contained specific development guidelines and principles for future development in the MCDC area. The policy was approved by the former Greater Pretoria Metropolitan Council in July 1999 and also accepted by the provincial government department concerned with

⁶⁸ The national Department of Trade and Industry appointed the DBSA to provide support with the co-ordination of the country's SDI activities and therefore requested the DBSA to fund the Urban Port SEZ project.

environmental protection as a guide to be used for the assessment of EIA's received from developers in the MCDC area (Plan Associates, 1999). As the aforementioned report incorporated a mass of detail, a more user-friendly *manual* was produced towards the end of 1999. This was followed by the compilation of a user-friendly *brochure* in June 2000, known as the "*MCDC: The Natural Solution*". This brochure explains the necessity for EIA's, as well as the compilation and application processes needed to comply with the Environmental Conservation Act, Act 73 of 1989 (Blue Planet, 2000).

2.6. Promoting densification in the MCDC area

Densification (also refer to the discussion on paragraph 4.5.6 on page 136) of the MCDC area can, at this point in time, not be regarded as a success story. The reason being that most of the development that did take place, took place as infill-development in areas such as Soshanguve, Klip- and Kruisfontein, the West Moot, Lotus Gardens, Atteridgeville and Olievenhoutbosch. There are no successes with regard to the proposed densification pilot projects, or with densification along the alignment of the proposed activity spine. The willingness from the former metropolitan local councils to initiate such projects, as well as the availability of funds to kick-start such projects, seem to be serious obstacles.

2.7. Intensification and diversification in the MCDC area

Although a number of new developments⁶⁹ were observed in the MCDC area since October 1997, these developments do not create the impression that real progress was made to promote intensification and diversification within the MCDC area (also refer to discussion on paragraph 4.5.7 on page 136). Although some of these developments were substantial in capital-values, the impact thereof, when considering the entire size of the MCDC area, is considered to be limited. The project team of the MCDC ascribes this to the fact that the MCDC area stretches over a distance of approximately 60 kilometres and of which the physical environment is characterised by large portions of vacant serviced land, low-density urbanised areas, farm land and nature areas. Another important factor relates to the project being a long-term development initiative, which also have to "*compete*" with market-preferred locations towards the east of the former Greater Pretoria Metropolitan Area.

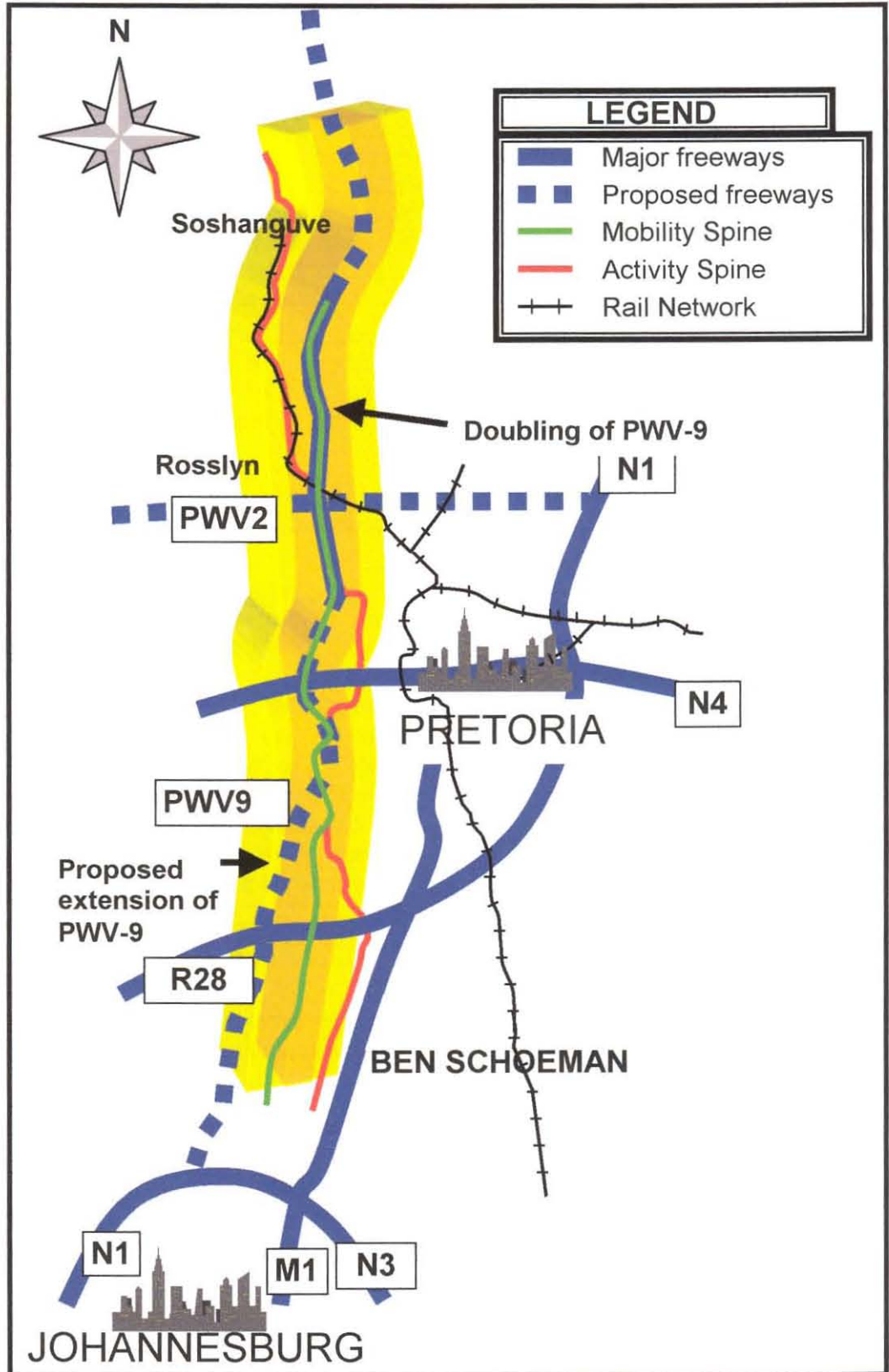
2.8. Establishing a mobility link across the Witwatersberg (PWV-9-link)

The construction of the PWV-9-link (also refer to the discussion in paragraph 4.5.8 on page 136 and Figure 39 below) was considered a major catalyst for development (Krynauw, 2000). The construction of the link is the responsibility of the Provincial Government of Gauteng. The MCDC project team, through the former GPMC, started in October 1997 with a facilitation process to stress the importance of this road not only for the establishment of the MCDC, but also for the development of the entire former Greater Pretoria Metropolitan Area. Due to this facilitation process, the MCDC-project succeeded in speeding up the doubling of the PWV 9 over a length of approximately 10 kilometres north of the Rosslyn industrial area, northwards to the entrance to Soshanguve. This process was initiated in January 1998 and completed towards the end of 1999. This resulted into a tremendous improvement of the accessibility of this part of the MCDC area. During the same year, the Provincial Government of Gauteng initiated the compilation of an EIA in compliance with the Environmental Conservation Act, Act 73 of 1989, for the remainder of the proposed alignment of the PWV-9 between the West

⁶⁹ "*Developments*" are in this scenario regarded as new township establishments, industrial development initiatives and even small business development initiatives.

Moot area, up to the Greater Johannesburg area. At the time of compiling this dissertation, the findings of the EIA-investigation still needed to be considered by the Provincial Department of Agriculture, Conservation, Environment and Land Affairs.

Figure 39: Schematic illustration of the primary road network affecting the MDC area



(Krynauw, 2000)

A study, known as the "Access and Mobility"-study, was conducted during the second half of 1998 and 1999 with a transport model known as the EMME2-model⁷⁰. The purpose of this study was to determine the feasibility of the construction of the PWV-9 through the area of jurisdiction of the former Greater Pretoria Metropolitan Area. The results of this study indicated that, should the road already have been constructed some time ago, the private sector could have saved R1,2 billion per annum (even if the road was tolled). This saving is calculated in terms of time-savings, saving in distances travelled and running costs. With a 4,4% employment growth scenario without tolling the PWV-9, these potential savings could be as much as R6 billion per annum. These figures confirm that the road should have been constructed some time ago. In fact, some of the results also indicated that "gridlocks" would be experienced in the MCDC area, especially close to the Pretoria central business district, within a period of five years if the PWV-9 is not to be extended and if public transport systems are not improved. These potential cost saving indications provided the necessary motivation for the MCDC project team as well as the former Greater Pretoria Metropolitan Council, to proceed with further lobbying activities to get the road constructed as a matter of urgency (Africon and Stewart Scott Incorporated, 1999).

The former Greater Pretoria Metropolitan Council also initiated an EIA-investigation as well as an investigation determining the costing differences between an open cutting and different tunnelling options, so as to get the road constructed over/through the Witwatersberg. Both these investigations were completed in 1999 and both determined that the best alternative⁷¹ is a low gradient tunnel option

2.9. Creating a link to the Witwatersrand area

As reflected in paragraph 4.5.9 (see page 136 for detail), no free flow link following the desired lines of movement from the MCDC area to the Midrand Development Axis, exists. The latter is at present served by the Ben Schoeman (N1) (Krynauw, 2000). The former GPMC, therefore, proceeded in August 1998 with discussions with the Gauteng Provincial Government and the adjacent former Khyalami Metropolitan Council as well as the former Metropolitan Local Council of Midrand, to mutually investigate the provincial and local road network planned for the respective areas. According to Krynauw (Chief Metropolitan Transport Planner: former GPMC), certain principles to change the planned road network in the southern part of the MCDC area were agreed to by all parties involved. However, no physical changes to the road network were as yet brought about, as the creation of the necessary linkages is considered a long-term activity (MCDC Steering Committee, 2000a).

2.10. Establishing activity spines in the MCDC area

The progress made with the proposed MCDC activity spine (also refer to the discussion in paragraph 4.5.10 on page 137) includes the following:

- ♦ an investigation into the alignment of the activity spine was initiated by the former Greater Pretoria Metropolitan Council in October 1997. The investigation was completed in June 1998 and consisted of a detailed technical analysis to determine a strategically preferred alignment. The investigation also identified a number of different urban design guidelines for the activity spine which could be applied in the different areas according to the respective areas' characteristics (TRC Africa, 1998);

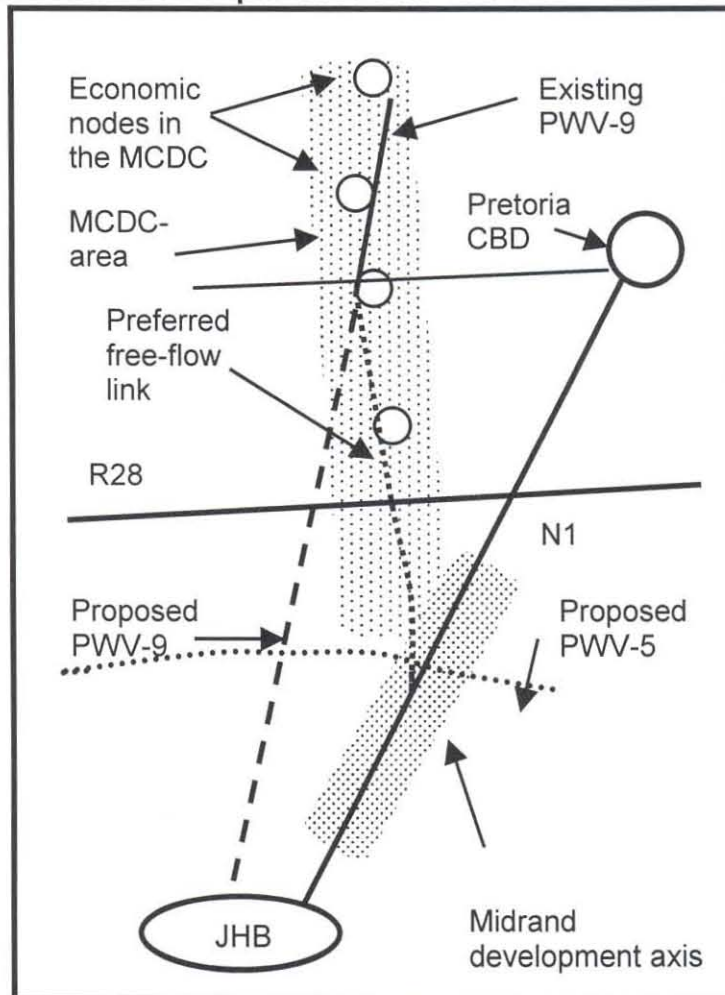
⁷⁰ The EMME2-model is a transport model used to test and project transport movement, the need for transport links, the expected increase in vehicle movement over a period of time, as well as the demand for public transport.

- ◆ the above was followed with the completion of a pre-feasibility report for the initiation of the construction of the northern section of the activity spine stretching from the Akasia central business district, through to the Soshanguve central business district (V3 Consulting Engineers, 1999). The implementation of the results contained in this report was approved by the former GPMC in April 2000 (GPMC, 2000). The construction of the road has not commenced as yet, although numerous applications were prepared and submitted to a number of institutions to apply for implementation funding worth R80 million; and
- ◆ the former Centurion Town Council initiated an investigation in April 1999 into different alternative alignments for the activity spine through their former area of jurisdiction. This was followed with a number of surveys testing the opinion of those residents whose properties were to be affected by a preferred alignment (MCDC Steering Committee, 2000a).

2.11. Developing a public passenger transport system for the MCDC area

No progress can be reported with regard to the development of an effective all-encompassing public transport system for the MCDC area, as discussed in paragraph 4.5.11 (see page 137

Figure 40: Schematic illustration of preferred free-flow link



71 See BKS and Knight Hall Hendry (1999) for detail on the cost comparisons of the different environmental concerns, as well as the different vertical and cost options.

for detail). The reason for this is related to the fact that the responsible authority initiated the compilation of an Integrated Transport Plan (ITP) for the entire former Greater Pretoria Metropolitan Area. The planning for a public transport system for the MCDC area will form part of this planning process. This planning process has as yet not been completed. It can, therefore, be expected that the improvement of the existing public transport system will still take a long time, as implementation will be directly dependent on the availability of funds.

2.12. Establishing guidelines for the development of an interface between different transport modes (Inter-Modal Transfer Facilities)

No progress was made with regard to the formulation of guidelines for the development of inter-modal transfer nodes (also refer to the discussion in paragraph 4.5.12 on page 137). The Chief Planner: Public Transport Systems of the former Greater Pretoria Metropolitan Council indicated that these guidelines will in future be incorporated with the Integrated Transport Plan being compiled for the City of Tshwane Metropolitan Municipality (MCDC Steering Committee, 1998b).

A decision was taken by the MCDC Steering Committee in 1998 that, where such guidelines are needed, it be dealt with in an *ad hoc* manner, as was done for the preparation of the Klip- and Kruisfontein central business district development framework, where the development of such an inter-modal transfer node had been incorporated (MCDC Steering Committee, 1999c).

2.13. Instituting Vocational Education and Training (VET) and Entrepreneurial Development Programmes

The progress with this project (also refer to the discussion in paragraph 4.5.13 on page 137), is also limited. As can be concluded from the minutes of the MCDC Steering Committee meetings, a number of obstacles were experienced which hampered progress. This included the lack of capacity and funding at local government level to deal with the project, as well as the lack of understanding of the problem by role-players.

It can, however, be reported that the MCDC-project did succeed in providing support to the Technikon Northern Gauteng in March 1999 to initiate a project with international financial support working towards the establishment of an entrepreneurial development centre in the Soshanguve area. The purpose of this joint venture, which was launched in December 1999 by the Northern Gauteng Technikon, is to promote entrepreneurship in the former township areas. The initiative is known as "Tabisa" (MCDC Steering Committee, 1999d).

2.14. Human development information and support centres

Although an initial investigation was initiated by the MCDC-project to consider locations for such centres, the project (also refer to the discussion in paragraph 4.5.14 on page 138) was halted as a result of the expected changes in the local government structures (MCDC Steering Committee, 1999b).

Table 3 below provides a brief assessment of the above-mentioned strategic projects in terms of progress, obstacles experienced and intervention needed to speed up delivery. Progress is rated as poor, fairly successful, successful and excellent.

Table 3: A summary of the status of the strategic projects

Project name	Progress ⁷²	Obstacles experienced	Challenges	Intervention needed
Focused marketing strategy	Fairly successful	The PWV-9 needs to be constructed before the real development opportunities can be marketed	Keeping momentum with the marketing activities, as well as keeping investors	Resolutions regarding the construction date of the PWV-9 need to be determined and communicated
Small business support programme	Poor	Lack of capacity with local government, lack of development funding	To involve private sector in job creation activities	Marketing and joint venture projects
Public support programme	Poor	Lack of support, lack of funding	To find measures to attract investment	Produce policy to create incentives in the corridor area, disincentives to discourage investment elsewhere
Urban Port development	Fairly successful	Lack of funding, political commitment and private sector involvement	Involving the private sector and to get recognition for potential at national level	Lobbying national and provincial government, establishing a joint venture platform.
Open space policy	Excellent	To distribute brochures	To get all developers, investors and stakeholders informed	Marketing
Densification	Poor	Lack of funds, supportive policy measures and dedicated official commitment	Getting financial support	Launch pilot projects
Intensification and diversification	Poor	Lack of funds, supportive policy measures and dedicated official commitment	Getting financial support and convincing private sector of potential	Identify and implement catalyst projects
Constructing PWV-9-link	Fairly successful	Implementation funds and authority responsibilities	Establish pressure amongst communities and investors	Lobbying national government to partly subsidise construction
Linking with Witwatersrand	Poor	Long-term event, lack of funding, road network needs to be corrected	To get financial support and realign planned routes	Lobbying and convincing authorities of benefits

72 It should be noted that this column the reference to the term "poor" does not necessarily imply that unacceptable levels of progress were made with these strategic projects. In fact, in most cases the implementation of the projects are long-term focussed. Therefore, no real impact could have been made over the three year period the MCDC is being developed.

Establish activity spine	Poor	Lack of funding	Getting funds	Motivate importance, benefits and need for funds
Public passenger transport system	Poor	Part of city-wide integrated transport planning process	Giving ongoing input	Monitoring planning process continuously and facilitate implementation processes
Inter-modal transfer facilities	Poor	Part of city-wide integrated transport planning process	Giving ongoing input	Monitoring planning process continuously and facilitate implementation processes
VET and entrepreneurial training	Poor	Lack of capacity with implementation authorities, complex issues to solve, extent of need exceeds availability of funds	To document need, kick-start co-ordination amongst authorities and distribute information	Establishing a communication and co-ordination forum
Human resource development centres	Poor	Local government transformation processes and availability of funds	Inform transformation processes	Giving continuous input

3. Successes with the implementation of other MCDC-initiated projects

3.1. The MCDC demonstration project

Towards the end of 1997, the MCDC-project was granted the opportunity by the Department of Transport to apply for funding to initiate a number of demonstration projects. Through the participation of all the members of the MCDC Steering Committee, 17 potential projects were identified and incorporated into a business plan compiled by Urban-Econ Development Economists (Urban-Econ Development Economists, 1998c). As a result of the approval of this business plan, an amount of R2,2 million was approved in 1998 and allocated for the execution of the projects listed in Table 4 below.

During 1998 and 1999, 95% of the projects listed below were completed through the involvement of different authorities (such as the former GPMC, the former Pretoria City Council and the former Town Council of Centurion), training institutions (such as the University Witwatersrand), NGO's (such as the National Cultural Historic Museum) and private sector companies (such as Index, Agriconcept and Africon).

Table 4: The MCDC demonstration projects

Nr.*	Project name	Year completed	Value
1	PWV-9 Accessibility–Modelling investigation	1999	R 230 000
2	Modelling of the north-west areas of the GPMC area	1999	R 160 000
3	Environmental Investigation of a section of the PWV-9 freeway crossing the Witwatersberg (Daspoortrant)	1999	R 84 000
4	PWV9 – Feasibility assessment of the Daspoort Ridge Crossing – detailed tunnel cost estimation	1999	R 16 000
5	Implementation of Marketing Strategy	1999	R 425 000
6	Brokerage fees	On-going	R 100 000
7	Establishment of the MCDC Development Body	2000	R 50 000
8	Atteridgeville Urban Agricultural Project	1998	R 200 000
9	Soshanguve Gladioli Flowers Project	1998	R 50 000
10	Soshanguve small abattoir project	1998	R 50 000
11	Administrative support for implementation	1999	R 150 000
12	Establish an IDZ at Rosslyn/Wonderboom	1998	R 250 000
13	Implement the Tswaing Business Plan	1999	R 90 000
14	Schurveberg dam and tourism project	1998	R 35 000
15	Herb production project	2000	R 110 000
16	Olievenhoutbosch Urban Agricultural Project	1999	R 100 000
17	Implementation of the Soshanguve School Project	1998	R 100 000

(Urban-Econ Development Economists, 1998c)

* Where appropriate, the number in this table correlates with the number in Figure 41 below

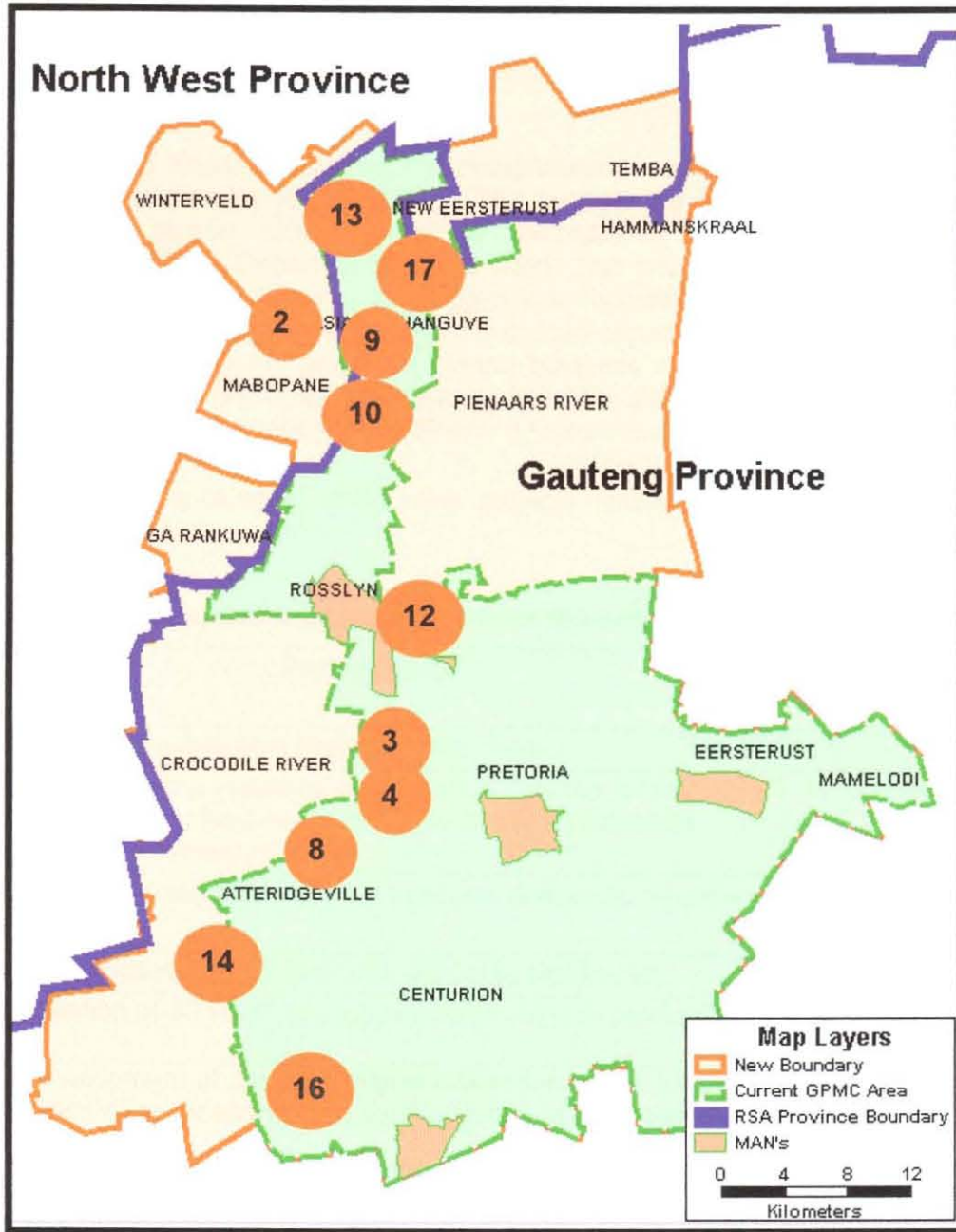
An analysis of the MCDC demonstration project budget referred to above reveals that the budget for listed projects was spatially distributed as indicated in Table 5 below.

Table 5: Spatial distribution of the demonstration project budget throughout the MCDC area

Area	Amount	%
Entire MCDC-project	R 1 215 000	55,2
Atteridgeville	R 200 000	9,1
Soshanguve	R 200 000	9,1
Rosslyn	R 250 000	11,4
Tswaing	R 90 000	4,1
Centurion	R 245 000	11,1
Total	R 2 200 000	100,0

(Urban-Econ Development Economists, 1998c)

Figure 41: Location of MCDC Demonstration Projects



3.2. Other projects

A number of other projects were also initiated by other members of the MCDC Steering Committee as a contribution to the implementation of the MCDC-project strategies and concepts. This included the initiation of a planning process to plan five stations in the Klip- and Kruisfontein area in 1999 by the South African Railway Commuter Corporation (Pty) (SARCC). Two of these stations have been budgeted for (Station B – R16 million and Lebaleng – an estimated R6 million). Construction in 2001. Two other stations, Mabopane and Wintersnest, were also upgraded by them during 2000 (MCDC Steering Committee, 2000b). The purpose of these projects was to improve the access to trains as commuters' main means of public transport, as well as to improve the service itself.

The Provincial Government of Gauteng initiated the doubling of the PWV-9 between Rosslyn and Soshanguve in 1998, as well as the construction of the K4 route (south of Soshanguve),

an interchange where the K4 and PWV-9 intersects and another interchange where the PWV-9 and K216 intersect, in 1998. The total value of these projects was R80 million. The common purpose of these projects was to increase the accessibility of the Klip- and Kruisfontein area. All these construction projects were completed in November 1999 (MCDC Steering Committee, 2000a).

In the Klip- and Kruisfontein area, the realignment of route K216 was also initiated in 1998, with a total project cost of R26 million. This project was initiated as a joint venture initiative between the former Greater Pretoria Metropolitan Council, the Gauteng Provincial Government and the Department of Transport. The anticipated completion date was set for February 2001. The purpose of this project was focused at improving the accessibility of the entire Klip- and Kruisfontein area, improving road capacity in the Rosslyn industrial area and to improve access to the proposed central business area located at the crossing between route K216 and the Mabopane/Rosslyn rail line (it is also here where Station B, as mentioned above, is to be constructed) (MCDC Steering Committee, 2000b).

Hereunder is a list of some of the other projects initiated/implemented under the auspices of the MCDC-project:

Table 6: Other projects initiated to promote the establishment of the MCDC

Project name	Project cost	Year completed
The Klip-and Kruisfontein Roads Master Plan		1998
Negotiations and purchasing of Rosslyn X 2 by the former GPMC, to use the land as an incentive to attract industrial development to Rosslyn	R 24 million	1998
The Klip-and Kruisfontein central business district development framework	R 450 000	1999
The Soshanguve central business district business plan	R 50 000	1999
The initiation of 30 small-scale hydroponic spinach production units	R 300 000	1999
The development of a land incentive evaluation model for the evaluation of applications for a land incentive in the Rosslyn X 2 industrial area	R 50 000	1999
The detail layout planning and township establishment of the Klip-and Kruisfontein CBD	R 80 000	2000
The initiation of the planning of the so-called Island-station in the Urban Port area	Being budgeted for	2000
The development of an Economic Growth Monitoring Mechanism	R 120 000	2000

(MCDC Steering Committee, 1998, 1999, and 2000)

4. Summary

To summarise, the success stories experienced in the MCDC-project are the following:

- ◆ quick progress was made with the implementation of some of the strategic projects (as

summarised in Table 3) and especially other projects (as summarised in Table 4) since the approval of the IGDIS-report in September 1997 (also refer to paragraph 4.8 - see page 139 for detail). The real impact of these implementation activities still needs to be determined (it can form the basis of another dissertation that could be compiled to test the impact of projects implemented in development corridors);

- ◆ it was stated by stakeholders during an investigation to establish the MCDC Development Body, that the full-time dedicated project management related to the planning and implementation processes of the MCDC-project is regarded as a success story, as it contributed directly towards the progress made with the implementation actions completed since October 1997 (Afrosearch, 2000); and
- ◆ the MCDC project team confirmed that it was possible to develop a fully integrated development planning process proposing fully integrated development proposals. The real challenge, however, seems to be the implementation of the results of this integrated planning process through a single, appropriately⁷³ structured organisational structure (Afrosearch, 2000).



SECTION E: INSTITUTIONAL

1. Introduction

This section briefly discusses the participation structures and responsibilities established for the project execution processes. Information is also provided regarding the proposed MCDC Development Body.

2. MCDC planning structures

2.1. The MCDC Steering Committee

According to the contractual agreement between the Department of Transport and the former Greater Pretoria Metropolitan Council (see paragraph 3.1.6 on page 114 for detail), the overall responsibility for the management of the MCDC-project settled in the former GPMC. However, a Steering Committee was established on 27 March 1996. This action was taken as a result of:

- ◆ a precondition from the former office of the Reconstruction and Development Programme related to the approval of the project and its budget; and
- ◆ the resolutions of the former Greater Pretoria Metropolitan Council taken on 28 March 1996 (see paragraph 3.1.4 on page 113 for detail).

The Steering Committee consisted of representatives from the following institutions:

- ◆ the former Greater Pretoria Metropolitan Council (several departments);

⁷³ See the discussion on the proposed MCDC Development Body in paragraph 2.6 on page 162.