

ANNEXURE A

*****PERCEPTION SURVEY:**

QUESTIONS AND SUMMARY OF RESPONSES AND OBSERVATIONS

The figures indicated to each of the summarised responses present the total amount of responses from the respondents, for that particular issue. The * indicate the most frequent responses to a particular issue.

1. What are your perceptions, view points, opinions and critiques on the following aspects of the "old" planning system (before LDO's and IDP's)?

1.1 General approach to city planning in the City Council of Pretoria?

- Acceptable / Reasonable/ Not bad / Good / Forward planning was done / Logical / Well ordered (12)*
- Re active way of planning (4)
- Rigid - result of broader climate (3)
- Fragmented / not integrated (3)
- Focus on physical / land-use only (1)
- Lack of public / private (joint venture culture) (1)
- Limited public investment as catalyst to initiate special projects (1)
- Top down approach (2)
- Lack of public participation (planning for the people) (12)*
- Approach directed towards control (2)
- Done according to rigid structure plan (5)
- Approach was professional. The planners knew their place and functions (2)*
- Spatial segmentation / white areas (3)
- Traditions, conventional (1)
- Lack of vision (3)
- Ad hoc decision making (3)
- Too much political interference (1)
- Not enough control with illegal uses (1)
- Lack of integration with other discipline (4)
- Old approach more efficient than most Council's (1)
- Zoning approach inappropriate (1)
- Not user friendly (2)
- Reasonable control (2)
- No real planning - market forces dictated (1)
- Conflict between planning on macro and micro levels (1)

1.2 The Pretoria Structure Plan, 1993?

- Good guide for development (20)*
- Often a blue print, too rigid (4)
- Market forces resulted that guide-lines were not followed (1)
- Outdated (2)
- Emphasis on development control (5)*
- Lack of emphasis on management of growth and development (6)*

- Never properly administered / revised (3)
- Contained mostly officials ideas (1)
- Lack of community inputs (6)*
- Well balanced document (1)
- Against approach (1)
- Integration of transport lacking, and other disciplines (3)
- Good for its time (2)*
- Could have been done "in house" (1)
- Should be retained in some form (1)
- Lacked time frames and responsible agents (1)
- Professionally compiled (1)
- Does not contain projects (1)
- User friendly (1)
- Overly introspective (1)

1.3 Community participation in the City Council of Pretoria?

- Neglected, restricted, limited or no participation (26)*
- Participation limited through objections (rezonings) (4)
- Participation was not part of broader process / not required (4)
- Selected technical and interest groups participated (2)
- Council structure not user friendly (1)
- Only Councillors and Departments participated (1)
- Councillors to blame for lack of participation (2)
- There was adequate participation (3)
- Structure plan was presented to stakeholders (in some areas) (1)
- Informing communities is not participation (1)
- No structures, processes exist (2)
- Participation was limited to certain areas or cases (7)*

1.4 The aspect of integrated planning: The integration of the planning function with other departments, professions and sectors (before LDO's and IDP's)?

- Lack of integrated planning
Departments did their own thing. (14)*
- Inter departmental co-ordination was lacking (1)
- Good / reasonable - Departments had to comment (2)
- Limited to Departments (3)
- There has been a shift towards more integrated planning (2)
- Nothing wrong / worked well (1)
- Only the results of sectoral planning were integrated: (1)
"Different departments competed with each other for pieces of the physical environment (or for domination of this environment) and for funds, undermining each efforts and ultimately destroying the quality and the potential of the environment"
- There was good relationship's between Departments (1)
- Could have been better (1)
- Was done purely in respect of physical planning and in an ad hoc manner (1)
- Silo syndrome (1)

- City Planning & Development Department did try - other Departments did not co-operate (1)
- 1.5 The City Planning Department's focus on community needs and priorities?
- No or limited focus on community needs and priorities (17)*
 - Only via Councillors or officials (10)*
 - No structured community bodies (1)
 - Reasonable / always played a role (7)*
 - Addressed through scenario's and forecasts (1)
 - Limited focus resulted in undesirable land-uses (1)
 - Good in old Pretoria but poor in Mamelodi and Atteridgeville (3)
- 1.6 The City Council's understanding of and focus on the principles of sustainable development?
- Limited / non existent (15)*
 - Lack or no understanding (13)*
 - Academic rather than economic (1)
 - Good / not neglected (5)
 - Term promoted by "greenies" (1)
- 1.7 List all the **STRENGTHS** of the "old" planning system in the City Council of Pretoria?
- Enough personnel (1)
 - Well trained personnel (2)
 - Limited (political) or community interference (5)
 - Strong and stable financial base (1)
 - Legal requirements well understood (3)
 - Department took longer view (1)
 - Definite spatial guide-lines (2)
 - Well structured internally (4)
 - Stability in work force (1)
 - Sound knowledge of planning areas (2)
 - Good system of decision making (1)
 - Transparency (1)
 - Consistent/ continuity (2)
 - Well managed (1)
 - Cost and time effective (9)*
 - Uncomplicated (3)
 - Structure planning directed development (2)
 - Land use proposals based on studies (2)
 - Good and sound planning especially forward planning (9)*
 - Everybody understood the system (4)
 - Community was satisfied (1)
 - Less conflicting viewpoints (1)
 - Professionalism dominated (2)
 - Good control (1)
 - (Overall system good for its time)

1.8 List all the **WEAKNESSES** of the "old" planning system in the City Council of Pretoria?

- "In breeding" officials (1)
- Limited public participation (15)*
- Developer driven (1)
- Rigid statutory requirements (2)
- Structure plan underwent immediate amendments (2)
- Guide-lines too rigid (3)
- Limited delegation of powers (2)
- Unavailability of planning officials (1)
- Irregularities with officials - private agendas (1)
- Local authority did not know the needs and priorities of communities(3)
- Lack of creativity (1)
- Too much control (5)
- Top down (4)
- Political interference (3)
- No clear vision / overview of future development (5)
- Lack of integration with other disciplines (11)*
- Bureaucratic procedures (2)
- Reactive (1)
- Subjective approach (1)
- Emphasis on richer part of population (2)
- Forward Planning separated from Development Control (1)
- Did not take note of changing circumstances (3)
- Not transparent (1)
- Poor synergy between councillors and officials (1)
- Focus on land-use only (not holistic) (4)
- No "buy in" from councillors / officials (1)
- One dimensional (2)
- Poor relationship between Council and community (1)
- Strong opposition to change (1)

2. What are your opinions, viewpoints and/or critiques on the dual planning structure in the City Planning Department of the City Council of Pretoria, which initially consisted of Forward Planning (FP) and Development Control (DC) and later Guideline Planning and Land Use Rights?

- Unhealthy rivalry (1)
- Difference of focus resulted in conflict (1)
- Making planning solutions difficult (1)
- Must be separated (5)
- Must be integrated (13)*
- Suggests other structure on macro and micro level (1)
- Can be separate if integration can take place (3)
- Can work - problem relates to office politics (6)
- Duplication of work (3)
- Specialisation is important (2)
- Worked well (5)

Main problems of dual system relate to:

- Lack of integration

- Specialisation of functions
- Office politics
- Unequal distribution of work
- Professional jealousy
- No unity in Department etc.
- Unhealthy rivalry

Many / most respondents indicated one Department for planning.

Many respondents said that the dual system worked well but that it can be improved.

3. What is your perception of the current City Planning Department and the quality of the City Planners in this Department with regard to the following:

3.1 Effectiveness / performance?

- Good acceptable (12)*
- Land Use-Rights division is better (2)
- Real commitment to improve (1)
- Performance lacking (7)*
- Islands of poor performance (2)
- Some planners from the old school don't want to perform (1)

- Planners good - Department not (3)
- No performance management system (3)
- Not effective in terms of spatial planning (1)

3.2 Professionalism / professional conduct?

- Good, majority of people are professional (20)*
- Could be improved (2)
- Some good / some bad (2)
- Non-professional (3)
- Private work a problem (4)
- Not always easy to be professional (1)
- Lack of training (2)
- Some officials misuse the status of professionalism (1)
- Planners don't register at professional body (1)
- Definite improvement (1)

3.3 Attitude / motivation?

- Not good (15)*
Reasons: Mega City, political interference, affirmative action, financial position, transformation, public participation and fast changing environment, the system, economy, crime, remuneration, Munitoria fire, restructuring, planners experience problems in adapting to new processes
- Majority are motivated and keen (9)*

- System brakes motivation (1)
 - Varies from person to person (3)
 - No enthusiasm and no vision (1)
 - Differs between two planning divisions (1)
- 3.4 Leadership?
- Good (8)*
 - Ineffective / Poor (11)*
 - Few natural leaders in strong positions (1)
 - Need for guide-lines to develop potential (1)
 - Has improved since 1994 (1)
 - Problem of "in breeding" (2)
 - Leaders in every zone (1)
 - Some leaders must retire (1)
 - Few good leaders (3)
 - Lack in some areas (1)
 - Certain persons emerged as leaders in the IDP process (1)
- 3.5 Knowledge?
- Good / sound / sufficient (25)*
 - Lack of training in certain areas (5)
 - Need to share and integrate knowledge (4)
 - Lack of knowledge on spatial development (1)
 - Need for more practical experiences (1)
 - Has improved much (2)
 - Lack of knowledge in private sector functioning (1)
- 3.6 Skills?
- Good / adequate / sufficient (25)*
 - Need for more technological update (1)
 - Need to identify and develop needs and skills base (1)
4. Has the above, or components of the above changed since 1992?
- Attitude and motivation of officials have changed negatively (7)*
 - Officials more approachable / helpful (1)
 - No change / not much change (5)*
 - Change as a result of legislation etc (6)*
 - Officials took up the challenge (1)
 - More competitive spirit developed (1)
 - Better understanding of problem (1)
 - Change to the better (5)*
 - Knowledge, skills improved (6)*
 - Role of town-planner has changed (1)
 - Effectiveness improved (1)
5. What is your perception of the City Council's organisational structure as far as it pertains to the panning and management of the City?
- Lack of integration and co-ordination between Departments (7)*

- "Silo syndrome" (3)
 - "The need for a strong champion to sell and manage the development of Pretoria" (1)
 - The need for an "IDP Manager and IDP task team" in the CEO's Department (3)
 - Some Departments find it difficult to adapt to change (1)
 - Structure inappropriate (8)*
 - Poor management (4)
 - Lack of creativity in some areas (1)
 - Lack of focus, direction, vision (3)
 - Don't use technology (1)
 - Undefined roles and functions (4)
 - Other aspects of planning (economic development) not adequately addressed (1)
 - Acceptable (6)
 - Bureaucracy problem (1)
6. In your opinion, how did the establishment of the GPMC (Metro Council) and its work affect the city planning and development function in the City Council of Pretoria?
- Very detrimentally / negative (5)
 - Undefined / unclear roles and functions (8)*
 - Interfering in affairs of CCP (3)
 - Costly duplication (12)*
 - Poor relationships /frustration / conflict / confusion (7)
 - No affect (3)
 - Positive affect (4)
 - New and separate source of funding (4)
 - "Big brother attitude" / political power play / empire building (4)
 - Lack of communication and integration (6)
7. In your opinion, how did the political transformation, the RDP (1994), the DFA (1995), the LGTA 1996 and other legislation, bills and policies impact on:
- 7.1 The planning function and the role of the City Planning Department in general?
- Confusion on new terminology (1)
 - New direction / new mind shift (2)
 - Created new approach / new processes (2)
 - More work / additional planning functions / more pressure (7)*
 - Public participation (6)*
 - Over emphasis on public participation (1)
 - Too quick (1)
 - It speeded up the process of change which was already underway (1)
 - Resistance to change (officials) (1)
 - Radically changed planning (3)
 - Affected everyone (1)
 - Created uncertainty / impact was negative (1)
 - Not much change (3)
 - City Planning & Development took the lead. Legislation etc., help to convince Council of new approach (1)
 - Disrupted everybody (1)
 - New workload negatively affected planning (3)

- Impact was positive (2)
- Local Government is doing the right thing (1)
- Department played more strategic role in planning and management (3)
- Forward / spatial planning suffered (1)
- Reduced effectiveness (2)
- Extra responsibilities - not prepared for and did not have the skills (1)
- From purely planning to strategic planning (1)
- Fragmentation of previously consolidated functions (1)
- More emphasis on service delivery (1)

Overly it is clear from the observation that it had a major impact on planning.

7.2 The role of planners in the City Council of Pretoria?

- Negative (3)
- More opportunities for planners (2)
- New role and functions for planners (4)
- It heightened the importance of planners (2)
- Jack of all trades / generalists doing almost everything (6)*
- Reduced effectiveness (1)
- Not much effect (2)
- Dramatic change a result of IDP (1)
- From planner to facilitator / manager - not good for traditional planning (9)*
- IDP was forced on planners (1)
- Promoted leadership (2)
- A greater work load and pressure (3)
- Pressure from communities (1)

- Greater exposure for planners (1)
- Greater understanding of managing the whole / expanding horizons (3)

7.3 The role of other disciplines (Engineers etc) in the City Council of Pretoria?

- Move towards more co-ordination and integration (10)*
- New mind set and understanding (3)
- Increased work load (1)
- More holistic approach (1)
- No affect (4)
- Departments changed their budged process (1)
- Other disciplines were left out (1)
- Other departments don't understand / accept (2)
- Reduced effectiveness (1)
- Other departments became more important (1)

7.4 The general culture (attitude, morale etc) of planners in the City Council of Pretoria?

- Still good / overly positive (3)
- Change of attitude towards IDP is needed (2)
- Feel more important (1)
- Conflicting planning legislation negative (2)
- Initially bad - later better (3)
- Negative as result of work load (2)
- Increased level of frustration (3)
- Mixed (some excited / some bad) (6)
- Overly negative (10)*
- Low because of lack of communication (1)
- Has caused uncertainty (2)
- Excellent compared to other cities (1)
- No change / little change (2)
- Professional turf is threatened (1)
- The good ones moved on positively (1)
- Inherent resistance to change (1)
- Negative about the future (1)

7.5 The role of consulting town-planners in Pretoria?

- Change from physical to holistic (1)
- More involved (8)*
- More responsible to communities (5)*
- New ideas emerged (1)
- Still lack of understanding (1)
- New thinking / new knowledge / experience (5)*
- No influence (1)
- Positive affect / more work (7)*
- Some has changed / adapted (2)
- Non participating consultants sceptical (2)
- Role can change even more (1)

- Increased level of frustration (1)
 - More and new opportunities (5)*
- 7.6 The role of the local authority and it's Department's in general?
- Has changed dramatical (6)*
 - New responsibilities (5)*
 - Impact more on town-planning (2)
 - Plays a greater role (1)
 - All departments involved (1)
 - Has changed to participative (3)
 - More developmental (2)
 - Not much (5)
 - Taking powers from local government to make decisions (1)
 - Focus now on sustainable service delivery (1)
 - Too little support from other departments (1)
 - Greater pressure to produce (1)
 - "State of disarray" / chaos (2)
 - Greater awareness to integrate / liaise (1)
 - More holistic management (1)
 - More cost effective client service (1)
- 7.7 The role of the CEO in the City Council of Pretoria?
- More responsible towards councillors and communities (3)*
 - CEO is responsible for IDP (6)*
 - CEO should give strategic direction, should lead, influence etc. (3)*
 - Must be more high profile (2)*
 - Greater emphasis on political approaches (1)
 - New responsibility in terms of budget (2)*
 - Role is vague and unspecific (1)
 - Need for IDP champion (1)
 - More difficult role (1)
 - Should be more accountable (2)*
 - CEO's role will change (1)

QUESTIONS RELATING TO EMPRET (Environmental Management Programme for Pretoria) 1993-1996

8. What is your perception of **EMPRET**?
- **EMPRET** was the start and basis of the IDP process (11)*
 - Promote principles of Agenda 21, RDP, DFA (2)
 - Don't know / unfamiliar (6)
 - Innovative strategic programme in line with international thinking adapted to local circumstances (1)
 - Significant step towards environmental management and integration and holistic approach (3)
 - A very well thought / researched / based document initiating strategic development planning encompassing all spheres and

- stakeholders (1)
 - Not positive - did not participate (1)
 - **EMPRET** started a new way of thinking (1)
 - Good idea in theory (1)
 - Not promoted / advertised sufficiently (1)
 - Good start (1)
 - **EMPRET** - excellent, before its time (1)
 - Acceptable (1)
 - Successful (1)
 - Many lessons learned (1)
 - First time that such a broad based planning was undertaken - positive initiative (1)
 - "Ground breaking work (2)
 - Sound principles (1)
9. Did the **EMPRET** programme in your opinion have an affect on a new approach to planning in the City Council of Pretoria?
- Yes it did had an affect (20)*
 - No (1)
 - **EMPRET** did prepare the City Council of Pretoria for the changes which were to come (1)
 - **EMPRET** proposed the division of planning zones (1)
 - It turned the heads in the direction of IDP's (1)
 - Not promoted sufficiently (1)
 - Created a new mind shift
 - Made communities and officials aware of what integrated strategic planning is (2)
 - It contributed to the training (1)
 - Promoted the holistic environment (1)
 - It was the embrio (1)
 - Forms a common basis for new planning methods (1)
10. Did the **EMPRET** programme in your opinion contribute to the establishment, promotion and refinement of the Pretoria Inner City process 1996 - 1998 and the 1997 / 1998 IDP process?
- Yes it formed the basis for the Inner City process (ground breaking work) (21)*
 - No, limited contribution (2)

QUESTIONS RELATING TO THE PRETORIA INNER CITY PROCESS (1996 - 1998)

11. What is your general perception of the Inner City process which started in 1996, with regard to aspects such as:
- 11.1 The planning process that was followed?
- Well worked out process logical / modern approach / innovative (19)*
 - Active participation (5)*
 - As prototype good - set guide-lines (1)
 - Slow, few tangible results / optimistic (1)

- Led the way for other PZ's (1)
- Seen as a case study (1)
- Basis for new planning (1)
- Lessons learned (1)
- Excellent in theory, cumbersome in practice (1)
- First formal stab at integrated development (1)

11.2 The general approach to the Inner City Process?

- Well structured (1)
- Planned in great detail (1)
- Positive good / effective (20)*
- Excellent in theory, cumbersome in practice (1)
- Publicly orientated - makes it slow (1)
- Workbook very positive (1)
- Work groups made process efficient (1)
- It started a new way of doing (3)
- Transparent / Inclusive (4)
- Concern: Too Council driven (1)

11.3 The Strategic Development Framework prepared by Pretoria Inner City Partnership?

- Good product (15)*
- Lack of Implementation Framework (1)
- Economics did not focus on third world (1)
- Has produced few visible results (1)
- 4 Environments - logical -cohesion between environments often lacked (1)
- Community took part (3)
- Economic section stands alone (1)

- Negative (2)
 - Better to do strategic part first and then the rest of the detail (1)
 - Good strategic process (1)
 - Little bit vague (1)
 - Lacked spatial context (1)
- 11.4 The prioritisation of projects in the City Council of Pretoria?
- Successfully done (13)*
 - Critical step in process (2)
 - Only in Inner City - not in other zones (1)
 - Biased towards social issues (3)
 - It involved the community (2)
 - Good start (1)
 - Confusion on what should be prioritised - objectives, issues, projects (1)
 - Inner City projects not viewed in terms of larger city (1)
 - Scientific approach (1)
 - Not all stakeholders participated (1)
 - It limited political interference (1)
 - Difficult to involve all (1)
 - A model for any city (1)
- 11.5 The Implementation of projects in the Inner City of Pretoria?
- Good (11)*
 - Lack of private sector support (1)
 - Availability of funds helped implementation (1)
 - Focus on social and security mainly (2)
 - Involvement of community (1)
 - More can be done, too slow (9)
 - "Inner City planners do too much ignoring the expertise already in the Council - this lead to mistakes, duplication of functions, ineffectiveness and inefficiency" (1)
 - Unrealistic expectations (1)
 - First of its kind in SA (1)
 - Support from Council (1)
 - The only zone that implement so many projects (1)
 - Lack of funds hampers implementation (1)
 - Too many projects (1)
- 11.6 The Management Structure of the Pretoria Inner City Partnership?
- Good, acceptable, well structured (13)*
 - Representative, stakeholder participation, working groups (3)
 - Good leadership (1)
 - Need for separate identity away from local authority (1)
 - Dedicated project team (1)
 - Need for business sector involvement (3)
 - Need for more "colour" (1)
 - Well managed (2)

- Need for more money (1)

11.7 The Pretoria Inner City Partnership Working Groups?

- Good (9)*
- Must now focus more on implementation (1)
- Need for more private sector involvement (1)
- Too time intensive (1)
- "Only logical way of dealing will different ideas, actions" (1)
- Started of good, some are falling apart (4)*
- Need for more positive leadership (1)
- More smaller groups needed (1)
- Allows for participation (3)
- Too many groups (1)
- Momentum must be sustained (2)
- Must be better integrated (1)

11.8 Community Involvement in the Inner City Process?

- Good, active, good effort (16)*
- Sometimes aggressive (1)
- Good during initial stage (1)
- Community involved from inception (1)
- Can be tiresome - political interference (1)
- Limited and should be expanded (1)
- Certain parts of community must become more involved (2)
- Participation must focus more on participation and not criticism (1)
- Lack of business involvement (1)

11.9 The Involvement of other Council Departments in the Inner City Process?

- Good (especially initial stage) (8)*
- Some jealousy (1)
- Some improvement lately (1)
- Some were involved (1)
- Can be improved a lot (5)*

Overly it seems as if the involvement of the departments was good in the initial stage. It has however clear from the perception survey that a lot needs to be done to improve this.

12. In your opinion, did the Inner City Process contribute to the later IDP process followed in Pretoria? If yes, in which way did it contribute?

- "PICP set the example for planning in other planning zones as well as city wide" (27)*
- Established a methodology, uniform process, "groundbreaking work", "building block", "example", "pioneer", "front runner", "foundation", "direction", "experienced", "paved the way", "framework", "model"
- Many lessons learned (4)

- Close involvement of Coetzee contributed in a procedural sense (1)
- Part of the process could be adopted for other areas (1)
- PICP process was over emphasized (1)
- "Tested model used in other zones" (1)

QUESTIONS RELATING TO THE IDP PROCESS FOLLOWED IN PRETORIA DURING THE PERIOD 1997 - 1998

13. What is your perception of the IDP process with regard to the following components?

13.1 The general philosophy / approach to integrated development planning?

- Sound approach / good / better / only way to go (26)*
- Need to be holistic (1)
- Due to EMPRET it worked (2)
- Wrong / waste of time and money (1)
- Town-planning was neglected (4)
- Problems with participation / communication (5)
- "The best transformation" (1)
- Problem with implementation (1)
- Advantages of participation (2)
- Need to strike a balance between technical and community inputs (2)
- Not good (2)
- Need to learn more (1)
- Good on paper / excellent in theory (2)
- Too much emphasis on participation (1)
- No / little guidance for private development (1)
- Lack of integration (2)

13.2 The steps of the process?

- Lack of integration (2)
- Steps followed EMPRET steps (2)
- Too slow, lengthy, cumbersome (6)*
- Too rigid (3)
- Well structured, acceptable, rational, logical, good (15)*
- Confusion about spatial and status quo component (1)
- Over emphasis on "wishes" (2)
- Lack of spatial framework / planning (2)
- Good to get community involvement (2)
- Need for training (1)
- Need to better understand the "four environments" (2)
- Well tested and performed (1)
- Need to refine steps (1)

13.3 In your opinion, what are the strengths of the community participation programme which was followed during the IDP process?

- "Buy-Inn" (3)
- Community involvement, opportunity for all to participate (26)*

- Better sense of working of Council (3)
- Community empowerment (1)
- Community awareness (2)
- Community involvement will improve in future (1)
- Willingness of volunteers (1)
- Improved perceptions amongst community (atmosphere of co-operation) (8)*
- Better understanding of community views, needs and priorities (community needs reflected in Council's budget) (11)*
- Transparency (2)
- Previously disadvantaged communities became part of planning (1)
- Establishment of Planning Zone Forums and offices (2)
- Implementation of small scale projects (1)
- Legitimate (1)
- Ordinary people afforded opportunity to participate (3)
- Comprehensiveness (1)

13.4 In your opinion what are the weaknesses of the community participation programme which was followed during the IDP process?

- Creation of expectations and wrong perceptions (4)
- Lack of implementation (2)
- Peoples needs were neglected (2)
- Public participation came down too fast on the public (1)
- Importance of resident's opinion over exaggerated (4)
- Too much participation / too cumbersome (5)*
- Political interference / agendas / power play (4)
- A perception was created that laymen can plan the city (2)
- Planning process delayed-time consuming (6)*
- More expensive (3)
- Poor marketing and communication (5)*
- Poor attendance at workshops (2)
- Wish list of projects (5)*
- Undefined responsibilities, roles, functions (6)*
- "Window dressing" (1)
- Confusion created (1)
- Personal interest above community (2)
- bad representation, lack of involvement of key role players (corporate developers) (2)
- Lack of understanding, knowledge of the process (7)*
- Lack of strategic focus versus detail and unimportant issues (3)
- Conflict, lack of consensus (1)
- Frustration from community led to unproductivity (1)
- Lack of funding for planning zone forums (1)
- Ordinary people not interested unless they directly affected (1)
- Steering Committees not involved (1)

13.5 Do you have any suggestions on how to improve community participation in the IDP process?

- Improve marketing and communication (12)*
- Information, capacity building, training (9)*

- Funding (3)
 - More personnel (1)
 - More emphasis on technical expertise. Improve relationship between planners, professionals and public (4)
 - Organised community structures and mechanisms (6)*
 - More involvement from Councillors (1)
 - Strong, well prepared facilitators (1)
 - Structured meetings (1)
 - Smaller zones (1)
 - Issue based participation on city / metro scale (1)
 - Inform participants on expectations (1)
 - Involve organised business (1)
 - Only focus on representative organisations (1)
 - The process should be better structured (1)
 - Limited public meetings (3)
- 13.6 What is your perception to the contribution of City Council Planners to the IDP process?
- Very good, sensible contribution (23)*
 - Only some made good contributions (3)
 - In some zones good (1)
 - Organising / inputs / facilitation / co-ordination (3)
 - Sacrificed private time (1)
 - High levels of knowledge and experience contributed (3)
 - Town planners - front runners (1)
 - Should have played a larger role - not only observers / facilitators (1)
 - Innovative / inventive (1)
 - Ground breaking work (1)
 - Strong leadership (1)
- 13.7 What is your perception to the contribution of the Pretoria Town-planning consultants to the IDP process?
- Good contribution (18)*
 - Positive and negative (5)
 - Good in some areas only (2)
 - New process - consultants adapted well (1)
 - Good have done more (2)
 - Negative / poor (1)
 - Lack of innovation in some areas (2)
 - Valuable knowledge (1)
 - Lack of team work (1)
 - Tried to create some order and logic of the chaos (1)
- 13.8 What is your perception to the contribution of Council Departments (Inter Departmental team) to the IDP process?
- Some good / some bad (6)*
 - Good effort (7)*
 - Not good / limited involvement could have done more (13)*
 - Most contributed in some or other way (1)

- Inter departmental teams did not function as they should (4)*
- Ensured continuity (1)
- Need to refine a mechanism or structure (1)
- Lack of integration (1)

13.9 What is your perception to the contribution of Councillors to the IDP process?

- Minimal / not good (17)*
- Average / good (6)
- Proportional Councillors were absent (1)
- Some areas better than others (3)
- Political interference or political gain a problem (8)*
- Only good in the beginning (2)
- Only attend planning zone meetings (1)

13.10 What is your perception to the overall management of the formulation phase?

- Support from officials contributed to the success (1)
- Adequate / good / well organised (15)*
- Not sufficient time to achieve good results (3)
- Clear guide-lines and logical programme (2)
- Not good, can be improved (3)
- Too rigid (3)
- Better in some zones than others (1)
- Good leadership (1)

13.11 What is your perception to the implementation of the IDP's?

- Not good / bad / limited (19)*
- Good or good in some areas (2)
- Need for stronger implementation / performance management tool (1)
- Slow (3)
- Top down implementation (1)
- Lack of finances / budget constraints (6)*
- IDP's are too vague to implement (1)
- Lack of integration of projects (3)
- Top officials have not bought in (1)
- Prioritisation process lacking (3)
- "Anti climax" (1)
- Lack of guide-lines (1)

13.12 The impact of the IDP process on the planning function in the City Council?

- Created confusion (4)
- Frustration (1)
- Certain amount of resistance (1)
- It reduced the effectiveness of the classical planning function (5)
- Great / significant / positive (13)*
- Changed the role of planning (1)
- It drew attention to planning in Council, client awareness (2)
- Minimal impact / limited (5)

- Increased the workload (2)
- New improved structure in Council (2)

13.13 Any general comments / observations regarding IDP's?

- Need to prioritise projects
- Too comprehensive
- Needs to be modified in terms of format and intent
- "I think we can be proud"
- Need to be holistic
- Need to motivate planners
- Need for after care (implementation)
- Emphasis on City Wide IDP as the strategic guide-lines
- Good process
- Can delay development
- Still have a lot to learn - must be positive
- Spatial component will have positive spin-offs
- IDP's are over rated
- Need to sustain IDP offices
- IDP's brought credibility and transparency
- We need to protect the good areas
- Too great gap between strategic level and detail
- IDP created opportunities for all planners
- Over emphasis on community participation
- Lack of "buy Inn" from Departments
- Need to link IDP with budget

QUESTIONS RELATING TO THE IDP (THE INTEGRATED DEVELOPMENT PLAN)

14. What is your opinion on the hierarchy of IDP's:

One Metro IDP;
3 City IDP's; and
18 Local / Planning Zone, IDP's?

- Hierarchy is good/necessary/logical/crucial/important (15)*
- 3 levels will change with transformation (1)
- (Metro IDP is duplication of 3 City Wide IDP's (5)*
- Duplication of contents (8)*
- Should not be drafted simultaneously (1)
- Good way to link Metro issues with detail issues (2)
- Confusion (2)
- Higher level IDP dictates lower levels (1)
- Boundaries between IDP's problematic (2)
- Budget should be linked to zone level (1)
- Only one Metro IDP is necessary (2)
- Local IDP's are building blocks (not statutory) (3)
- Good and Bad: good for participation, difficult to manage/reconcile (1)
- Each plan should focus only on its area of interest (2)
- Integration did not always take place (2)
- Too complex/confusion (4)
- More focus on local IDP's (local IDP's only) (2)
- Must be a clear distinction between Metro (strategic issues and

- local issues) (1)
 - Maybe an "overkill" (1)
15. What is your opinion on the format and contents of the Pretoria IDP's?
- A lot of paperwork (not good) (3)
 - Too standardised (5)*
 - Too much repetition/duplication of information (7)*
 - Need for clear hierarchy (2)
 - IDP's should be more strategic (9)*
 - Lack of verified data (1)
 - Not area or site specific (1)
 - Too comprehensive/not user friendly / cumbersome (14)*
 - Good/acceptable (7)*
 - Lack of spatial (6)*
 - Too much emphasis on status quo (1)
16. There seems to be different schools of thought and even confusion about the aims and structure of an IDP. What is your opinion on the following components and their relevance to the IDP's?
- 16.1 The strategic component of vision, goals, strategies?
- Crucial, imperative, the way it should be, need for strategic direction important (26)*
 - Be cautious not to spend too much time on this component (2)
 - Problems relating to understanding/semantics (1)
 - Lack of integration (1)
 - Can be combined/summarised (3)
 - "Often pure hogwash", wishy/washy, (3)
 - Goals and strategies essential (1)
 - Create common direction (1)
 - Must not be too fluffy (1)
 - Too theoretical for the public (1)
 - Needed as basis for strategy formulation (1)
 - Needed for city only - not zones (1)
 - Must be done on all levels (1)
- 16.2 The status quo component?
- Must not be a loose standing document (must be integrated) (3)
 - Handy/basis/important for information (20)*
 - Should be updated continuously (4)
 - Too much time spent on status quo (2)
 - Too comprehensive, must be more relevant, concise (9)*
 - Serves as a benchmark (1)
 - Community must be more involved (2)
 - Over emphasized (2)
 - Not necessary (2)
- 16.3 The spatial framework component?
- Link between strategic and management components (1)

- Community inputs can be an obstacle (1)
- Too broad, should be more detailed (4)
- Extremely important (must be emphasised more) (19)*
- Inner City - Good example (1)
- Not part of IDP (1)
- Present format not right (1)
- Should not be too rigid (1)
- Only guideline - cannot ensure delivery (1)
- Should be limited to strategic issues (3)
- Should be done separately after strategic plan (1)
- Should be integrated (1)
- Needs refinement and improvement
- Must be given teeth (1)
- Must not be legally prescriptive (2)

Although 50%+ of the respondents recognise the importance of the spatial framework it seems to be clear that there is great confusion on what the function and aim of the spatial framework should be. Some people say it should be rigid, others promote flexibility. Some say it should be part and integrated with the IDP, other say it should be separate.

16.4 The implementation framework?

- Most/very important (13)*
- Must be communicated (1)
- Should be integrated (2)
- These frameworks were lacking (3)
- Too many projects (1)
- Budget per zone must be allocated (1)
- Well structured (1)
- Prioritisation important (was not done) (3)
- Confusion, needs more work, must be revisited (7)*
- Need to link with budget (3)
- Created expectations (1)
- Challenge is to effectively manage the implementation framework (1)
- Need to include a monitoring mechanism (1)
- Slow implementation (1)

16.5 The relative importance or relationship between the above components?

- Components are equally important (5)*
- Components relate to each other, need to be integrated (continuity) (14)*
- Implementation/key issues very important (5)*
- Some components lacking (1)
- Need a lot of work (1)
- Spatial most important (4)
- Uncertainty about the role/status of the spatial framework (2)

16.6 The framework and concept of the four development environments (Physical, Social, Economic and Institutional)?

- Nice to have/not essential (1)

- Split of four environments is artificial (1)
- Can be difficult to integrate (1)
- Hampers integration (2)
- Categories must be issue-based (1)
- It is good, logic, functioned well (20)*
- Supports holistic approach and stimulates lateral thinking (balanced approach) (4)*
- Create opportunity for dedicated members or working groups to focus on a particular group of issues (3)
- "Compare with the divisions of big business into smaller business units" (1)
- Leads to a lot of duplication (1)
- Over emphasis on social environment (1)
- Stimulates lateral thinking (1)
- Must not be handled in isolation, must be integrated (5)*
- More emphasis on regional environment (1)
- A way to organise/structure data/issues (1)
- Took time to understand concepts (1)

17. How do you see the relationship between the IDP and the City Council's organisational or corporate plan?

- Strategic vision/approach fundamental (1)
- Corporate plan should be component/subsidiary to IDP (IDP determines strategic direction to city and Council) (13)*
- Should be directly integrated/linked (8)*
- Two separate plans with reference/support to each other (3)
- Lack of understanding by other senior officials (1)
- The two plans are moving in the right directions (1)
- Not so important as physical aspect (1)
- Currently lack of relationship (4)*

QUESTIONS RELATING TO PLANNING ZONES (PZ's) AND PLANNING ZONE FORUMS (PZF's)

18. What is your opinion on the following:

18.1 The principle of Planning Zones?

- Good idea/acceptable/useful/excellent (21)*
- Nothing new (1)
- Good for communication (7)*
- More workable, functional, manageable planning areas (7)*
- Good for managing diversity (4)
- Demarcation important (community boundaries, no political boundaries, size, homogenous areas) (9)*
- Need for overlapping/integration (2)
- Expensive to manage (1)
- Could be smaller (2)
- Need to be refined and developed (1)

18.2 The principle of Planning Zone Forums?

- Acceptable/practical/good (17)*
- Stable vehicle/mechanism to promote community involvement, transparency, participation (12)*
- Power, authority delegation must be more clearly defined (5)*
- Must be non-political (3)
- Need to be refined (1)
- Uncertainty/doubt (1)
- Waste of time - few people take interest (2)
- Must ensure its existence (1)
- Administrative support must be provided (1)
- Good for managing the zone (1)

18.3 The number and size of Planning Zones?

- Some too big (11)*
- More homogenous zones could work better (1)
- Number and size irrelevant - zones must be demarcated according to sound criteria or principles (6)*
- Good/Acceptable (7)*
- Could combine some zones (2)
- More smaller zones can be costly (1)
- Problem with functional boundaries (1)

18.4 The boundaries of the planning zones?

- Needs attention/amendments (6)*
- Need for criteria (4)*
- Should be based on community and planning boundaries (1)
- Some boundaries illegal (1)
- Must follow political wards (1)
- Functional demarcation should dictate (4)*
- Some can be integrated
- Not to be dictated by politics (4)*
- Good / Acceptable (4)*
- Zone 9 and 10 (Freeway) a problem (2)
- New Mega structure poses a problem (1)

18.5 Integration of inputs between planning zones and between different levels of IDP's?

- Reasonable/Good (4)
- Much confusion between different levels (1)
- Lack of integration between plans of different levels (3)
- Integration must take place (must be properly structured) (11)*
- Uncertain (1)
- Can be improved/need to be refined (3)
- Problematic/went wrong/not well managed/ not structured (6)*
- Must be managed by a dedicated team (1)
- City IDP should have been completed before local IDP's (1)
- Need to look at cross-border issues (1)

19. How do you see the relationship between the Planning Zone Forums and

19.1 The Integrated Development Plan?

- The role and responsibility of the PZF's in implementing the IDP must be clarified (3)
- Recommendations from PZF must be taken seriously (2)
- Important (relationship) (10)*
- PZF's voice of the community (mechanism to ensure public participation) (2)
- PZF's must be more representative (1)
- PZF's must become more involved (can be improved) (2)
- PZF's must make inputs (consultative) (4)*
- Should take responsibility of the IDP (3)
- Must play role in implementation and monitoring of the IDP (3)
- Must consult experts (1)
- PZF's don't understand the IDP (2)
- Disparity between community needs and the IDP (1)

19.2 The local authorities?

- Good, important / improved co-operation / alliance (8)
- Still some negative perceptions about local authority (1)
- Lack of clarity about IDP's in local authority (duties, responsibilities and functions) (2)
- PZF's should have delegated powers
- Local authority must provide support (2)
- Local authority must manage process not PZF's (must be the communication channel) (4)
- Ongoing communication, relationship, partnership is important (6)
- PZF's play watchdog / advisory / consultative (4)
- PZF's must support local authority (2)
- Mistrust between PZF's and local authority (2)*

19.3 The role of Councillors?

- PZF's created opportunity for councillors to become more involved (4)
- Limited, lack of involvement (7)
- Councillors must be involved, link between community and council (11)*
- Conflict between councillors and community leaders (8)*
- Political interference (3)
- Councillors don't understand the process (1)

20. What in your opinion should be the main purpose of the Planning Zone Forum?

- Making inputs to Council / advisory body only / no decision making powers (12)
- Mouthpiece of the community / communication channel to represent the community (17)*
- To identify and communicate community needs, problems ideas and priorities (9)

- To inform and educate the community on activities in the zone (5)
 - Watchdog function, to manage the area or to play a role in managing the area (4)
 - Must have an office in area (1)
21. How do you see the role and function of the Forum Management Committee?
- To facilitate, direct, manage, organise (9)
 - Advisory - not decision making (4)
 - Link between PZF and Council (8)
 - Represent community / forum, responsible, accountable to forum (9)
 - Must have delegated powers (2)*
 - Not good mechanism (1)
22. What should the status be of the Planning Zone Forum-Management Committees *vis a vis* the various Councils?
- Advisory - not decision making (10)*
 - Equal status (2)
 - Delegated powers (local issues) (2)
 - Must be determined by new governance model for Metro (1)
 - Watchdog function (1)
 - "Smaller groups of councillors" (this will promote involvement) (2)
 - Link between community and council (1)
 - Should be properly constructed and approved by Council (1)
 - Supporting not overriding (1)
 - Subservient to council (1)
23. Do you believe there is a need for a formal structure or mechanism such as PZF's to facilitate community involvement in the planning and development process and if so, why?
- Yes, formal structures are needed (26)*
 - Especially for the implementation phase (1)
 - No need for formal structures (4)
 - If it is formalised, people will have to be paid.
24. Based on your experience with PZF's and PZF management committees, what are the main strengths / opportunities of these forums and management committees?
- Better understanding and confidence of Council's activities (4)
 - Representation of constituency (5)
 - Knowledge of area (5)
 - Non political (3)
 - Promotes communication, participation and involvement (15)*
 - Basis for information (1)
 - Link between Council and community (6)
 - Empowerment of communities (3)
 - Building relationships (1)
 - Legitimate mechanism (1)
 - People enthusiastic, responsible (4)
 - Increase democracy (1)
 - Willingness of volunteers to participate (1)

25. Based on your experience with PZF's and PZF management committees, what are the main weaknesses and threats of these forums and management committees?

- Potential conflict (3)
- Insufficient funding (2)
- Inadequate communication from GPMC and Council (1)
- Power play (4)
- Inability, lack of knowledge, understanding roles and functions, don't see the whole picture (11)*
- Lack of recognition for technical / professional inputs (2)
- Lack of representation (1)
- Personal, private interests, hidden agendas, emotions (9)
- Too politicised (3)
- Lack of enthusiasm (3)
- Being ignored by Council / councillors (1)
- Perception that they "own the council" (4)
- Expectations created (1)
- Mistrust (2)
- Becomes a complaint forum (1)
- Can be obstructive to development and progress (2)

GENERAL QUESTIONS ON IDP's

26. In your opinion, what are the main strengths and opportunities of integrated development planning?

- Holistic approach (total environment) (4)
- Strategic direction / framework for urban growth (4)
- Pro-active planning and development (3)
- Integration of issues and roleplayers (9)
- More management orientated approach (2)
- Community needs and priorities, cost effectiveness / better planned budget (10)
- Public private partnerships, joint responsibility (PPP's) (3)
- Decrease empire building (1)
- Public participation / involvement (17)*
- Education and informing the public (3)
- Co-ordination of development, planning and management (2)
- Common goals are set (1)
- Aimed at sustainability (2)
- It's a process not a plan (1)
- Hierarchy of plans (1)
- More informed decision making (1)

27. In your opinion, what are the main weaknesses, concerns and threats of integrated development planning?

- Expectations which can not be met (wish list) (7)*

- Too rigid / structured format of process (2)
 - Lack of integration (2)
 - Lack of focus on spatial planning (3)
 - Lack of understanding, roles and responsibilities in community (4)
 - Costly process (1)
 - Time constraints / consuming (4)
 - Decision making could be hindered (2)
 - IDP regarded as a town planning exercise and not a local authority (corporate) exercise (1)
 - Too cumbersome / complex (2)
 - Too many first world ideas (1)
 - All Council departments have not bought in to the process (mind shift) (4)
 - Lack of capacity in Council (2)
 - Community groups can dominate process. Lack of technical professional inputs (2)
 - Outcomes don't focus on community needs and priorities (1)
 - Status of IDP's unclear (1)
 - Confusion with regard to the format and contents of the IDP (spatial plan etc) (1)
 - How should prioritisation take place? (1)
 - Too much emphasis on process (participation) (1)
 - Lack of implementation (3)
 - Inappropriate organisational structure to support IDP (1)
28. How do you see the future of integrated development planning?
- It can fizzle out and be replaced by a new "name" or trend (1)
 - Only way to go / positive / healthy approach / important, it will improve, has to stay (25)*
 - Needs refinement (10)*
 - The system (organisation) should be adapted / changed (1)
 - It hampers development (1)
 - "Sick and dying" (1)
 - Be careful for too much participation (1)
 - Will in future guide local authorities (4)
 - Must become more strategic (1)
 - Need for more communication (1)
29. How do you see the future role of the local authority in integrated development planning with specific reference to:
- 29.1 The role of Council Departments?
- Indispensable / imperative (18)*
 - They must integrate, will become more integrated (must break down the silo's) (7)
 - Departments must handle technical process (2)
 - "No future" (1)
 - Supplementary functions (1)
 - Need for IDP champion at CEO level (1)
 - IDP will guide Departmental functions (2)

- Departments should drive the process (1)
- 29.2 The role of Planners?
- More pro-active (1)
 - More facilitation (4)
 - Central role, key role, the leading role, crucial (22)*
 - Must focus on their role of planning (1)
 - Planners not involved will be excluded from planning in future in Pretoria (1)
 - New opportunities for planners (1)
 - Planners will have to change (1)
- 29.3 The role of Councillors?
- Increasing involvement / must be more involved (13)*
 - Interface with communities (8)*
 - Political leadership (1)
 - Not important (3)
 - Must be educated / informed (2)
 - "Stay out of planning" (1)
 - Roles of Councillors, communities need to be identified (1)
 - Advisory on forums (1)
30. Do you believe there is sufficient understanding amongst planners, Council Departments and Councillors of the concept of integrated development planning?
- Yes and no (3)
 - Broad principles are understood but not being implemented by all (2)
 - Too much confusion on terminology, definition, concepts (1)
 - Must be basic, clear and practical (1)
 - No, not sufficient understanding, we need training (22)*
 - Yes in Pretoria, more in Pretoria (3)
 - Other departments don't understand (1)
 - Lack of understanding with respect to the elements, components of the IDP (1)
 - Communication must improve (1)
 - There is a desire to learn (1)
31. Do you think there is sufficient "buy in" and support for integrated development planning from councillors, officials and communities?
- No, not yet (22)*
 - It can improve (3)
 - Unreasonable expectations create mistrust (3)
 - Need for more, better communication, efforts (6)
 - It will take time. It will improve (6)
 - Yes (2)
 - The process was driven by planners - this created frustration (1)
 - People don't want to change (1)
32. Did the Council's training and information sessions contribute and succeed in promoting

the principles of integrated development planning?

- It did help/contribute (23)*
- Need to continue training and information seminars (more training) (10)
- More training for PZF-management committees is needed (3)
- No, I don't think so, not yet (2)
- Training expanded approaches and thinking (1)

33. Do you have any general suggestions on how to promote and improve the principles of integrated development planning?

- Education (5)
- Comprehensive marketing and communication (14)*
- "Scrap it" (1)
- Design a management system to promote the implementation (2)
- More emphasis on implementation, deliverables (6)
- Make the process more simple (smaller components) (5)
- Market visible results (2)
- More focus on professional inputs (3)
- Must become part of planning schools syllabus (1)
- Children at school must be exposed to it (1)
- Use all public venues to promote process (1)
- Training of Councillors (1)
- Limit time delays (1)
- Dont throw away the principles of traditional town planning (1)
- First do the strategic plan followed by other components (1)

ANNEXURE B

**INTERGRATED DEVELOPMENT PLANNING RESEARCH. INTERVIEW / DISCUSSION
FRAMEWORK. APRIL 2002.**

PHD RESEARCH: Mr. J. COETZEE
DEPARTMENT OF TOWN AND REGIONAL PLANNING
UNIVERSITY OF PRETORIA
STUDY LEADER: PROF. MARK ORANJE

REFERENCE NUMBER:.....
INTERVIEWEE:.....
INVOLVEMENT OF INTERVIEWEE:.....
DATE OF INTERVIEW:.....
PLACE WHERE INTERVIEW WAS HELD:.....

The purpose of this interview/discussion is to obtain specific comments and inputs on:
“*Whether, and how the theoretical dimensions/aspects of IDP emerged and developed in the City of Pretoria during the 1990s*”. (The abbreviated section addresses a substantial portion of the problem statement).

The interview and discussion will be structured around the following main themes, which are closely related with the theory of Integrated Development Planning:

- 1 Spatial planning
- 2 Community participation
- 3 Social planning or social rationality
- 4 Strategic planning
- 5 Sustainable development planning
- 6 The relationship between urban planning and urban management

Specific questions will be asked on eg:

- How did each of the above components emerge and develop in the City of Tshwane?
- What was the impact or relevance of each of the above?
- How was each of the above perceived and experienced by the various role players?
- How consequent and successful was each of the above, why or why not ?
- What were the strengths and weaknesses of each of the above?
- Which lessons were learned or suggestions were made?
- Do you have any general comments on anyone of the above?

The above questions, and its focus and emphasis will be varied according to the specific interest of the interviewees. Based on the specific problem and focus areas and the particular interest and involvement of role players, the following categories, and key role players were selected and targeted for this interview:

A Pretoria Politicians/Councilors involved with IDP and City Planning in general

A1 Alderman Dereck Coetzee (Member of the former Executive Committee of the former City Council of Pretoria)

A2 Alderman Pasty Molefe (Chairperson of the former Executive Committee of the former City Council of Pretoria)

B Managers and planners, involved with IDP, strategic planning and spatial planning in the City of Pretoria.

B1 Amund Beneke (Chief Planner: Metropolitan Guideline Planning, former Greater Pretoria Metropolitan Council, responsible for the Metro IDP and overall co-ordination of the IDP processes)

B2 Nikki Ludick (Senior Planner and former assistant to Amund Beneke)

B3 Jan Roode (Chief Planner and manager of the former Pretoria City Wide IDP Process)

B4 Leon du Bruto (Chief Planner and manager of the former Centurion IDP process)

B5 Pieter de Haas (Chief Planner and manager of the former Akasia IDP process)

B6 Mokgomeratje Makgata (Senior Town Planner, former City Council of Pretoria, involved with the planning of Mamelodi and IDP in general)

B7 Jaksa Barbir (Chief Urban Designer, former City Council of Pretoria, and a member of the 1999 Pretoria IDP Task Team)

B8 Kestell Serfontein (Chief Planner of the former Centurion Town Council, involved with IDP, spatial planning and strategic planning)

B9 Simon Bogopa (Senior official from the former GPMC involved with various aspects of IDP and community development)

B10 Desiree Homann (Senior official from the former City Council of Pretoria, involved with several community participation and community development processes)

C Planning Consultants involved with the Pretoria IDP processes, strategic planning and spatial planning in general.

C1 Peter Dacomb, Firm: Plan Practice, Pretoria City Wide IDP (1997 - 1998), and various other IDP and strategic planning process during the 1990s.

C2 Conrad Wiehan, Firm: Plan Practice, Pretoria City Wide IDP (1997 - 1998), and various other IDP and strategic planning process during the 1990s.

C3 Theo Pretorius, Firm: Plan Associates, Metropolitan Strategic Development Framework (1996 - 1997), Metro IDP (1997 - 1998), and various other IDP and strategic planning process during the 1990s.

C4 Jacques van der Merwe, practising Town Planner, involved with several IDP and strategic planning processes during the 1990s.

D Academia and research institutions.

D1 Ms Elsona van Huysteen (Lecturer, University of Pretoria, Consultant to the Pretoria IDP process)

D2 Ms Maria Coetzee (Senior project manager, consultant, researcher and trainer on IDP, CSIR)

D3 Ms Yondela Silimela (Senior project manager, consultant, researcher and trainer on IDP, CSIR)

E Community Members.

E1 Josh Ngonyama (Community member involved with various IDP processes, and chairperson of the Pretoria Inner City Partnership)

E2 Richard Ratlou (Member of the former Pretoria City Wide IDP Management Committee)

ANNEXURE C

CHRONOLOGY

1855	The formal establishment of the City of Pretoria.
1944	The first Town Planning Scheme for a portion of Pretoria.
1964	The establishment of the first independent City Planning Department in the City Council of Pretoria.
1972	The first comprehensive Mater Plan/Policy document for the City of Pretoria (The Silver Fish).
1974	The first consolidated Town Planning Scheme for the whole of Pretoria.
1980	The first Pretoria Structure Plan.
1984	The first Greater Pretoria Guide Plan.
1989	Nellmapius Township Establishment. One of the first attempts in the City of Pretoria to address community participation and integration.
1989	The promulgation of The Environmental Conservation Act, 1989.
1989	Department of Environmental Affairs introduced the concept of Integrated Environmental Management (IEM).
1990	February: Former President F.W. De Klerk launched South-African into a period of transition.
1992	February: Rodney Corin and Johnny Coetzee began to introduce and promote the principles of IEM and community participation in the City Council of Pretoria, after having completed a short course on IEM at the University of Cape Town.
1992	The City Council of Pretoria established the first formal structured Community Participation Process for the so-called City Lake Project.
1992	The RIO UNCED Earth Summit introduced a new perspective on sustainable development and local authority planning and management.
1992	The publication of the "ANC Policy Guidelines for a Democratic South-Africa".
1993	Approving a new Structure Plan for Pretoria (The former old Pretoria area).
1993	The first discussion document on the initial EMPRET programme.
1993	16 November: The first formal presentation and publication on EMPRET.
1993	The beginning of the "Purpose Directed Management" restructuring process in the City Council of Pretoria.
1993	November: The appointment of Mike Yates as the new Executive Director of the City Planning and Development Department.
1993-1994	The appointment of various new managers in the City Planning and Development Department.
1994	April: The South African Government Transformation
1994	April: The establishment of a new Planning Department on Provincial level, for the Gauteng Province, namely the Department of Development Planning, Environment and Works (DDPE).
1994	July: MEC, Mr. Cicelo Shiceka, began to promote a new "Collaborative integrated development planning and decision making system" for the former PWV area.
1994	August: The establishment of the "Forum for Effective Planning and Development "(FEPD). The aim of this Forum was to develop and promote a new development planning system.
1994	September: First full democratic elections.

1994	September: Initiatives to develop a local RDP for the City of Pretoria.
1994	The launch of the Reconstruction and Development Programme (RDP).
1994	The integration of the former separated group areas Mamelodi, Atridgeville, Eersterust and Laudium into the traditional Pretoria area.
1994	October: The appointment of Johnny Coetzee as one of the Chief Planners in the Guideline Planning Division.
1995	May: Finalisation and approval of the Pretoria Regional Structure Plan.
1995	November: The first full democratic municipal elections. The introduction of a new ANC electorate for the City Council of Pretoria.
1995	November: The establishment of a new local government structure for South Africa and a new Greater Pretoria Metropolitan Council (GPMC)
1995	December: The first discussion document on EMPRET.
1995	December: The promulgation of the Development Facilitation Act. (Act 67 of 1995) (DFA). This Act amongst others introduced the principles of LDOs (Land Development Objectives)
1996	February - June: Preparing for the implementation of EMPRET in the Inner City of Pretoria.
1996	February - June: Peparing for the LDO process for the Greater Pretoria Area.
1996	March: The final document on EMPRET.
1996	March: Two training sessions were held on EMPRET (and strategic planning) for the planners in the City Council of Pretoria.
1996	March - June: A comprehensive community participation process was launched to involve stakeholders in the EMPRET/Pretoria Inner City process.
1996	June: The launch of the EMPRET/Pretoria Inner City Process and the establishment of the Pretoria Inner City Partnership (PICP).
1996	August: The publication of new regulations and rules on the DFA which amongst others promote a planning system which limited public expenditure to development strategies.
1996	The promulgation of the Local Government Transition Act. 1996 (LGTA) which formally introduced the concept of the IDP.
1997	February: Finalisation and community approval of the Pretoria Inner City Strategic Development Framework (SDF) and the election of the first Inner City Management Committee.
1997	February: Approval of the Strategic Metropolitan Development Framework (SMDF) for Greater Pretoria (Approved LDO's).
1997	February: A Technical Co-ordinating Committee (TCC) was established to interpret the LGTA and to put the IDP process into practice.
1997	February/March: the TCC reached agreement on a format and process for the IDP to be followed in the various areas of the Greater Pretoria area.
1997	February - June: The GPMC and the three MLCs (Metropolitan Local Councils) began with the preparation for the IDP processes.
1997	February - June: The City Planning Department of the City Council of Pretoria restructures to support the IDP process.
1997	March: The establishment of a full time Inner City Project Team.
1997	3 March: The "Great" Munitoria Fire.
1997	June: The City Council of Pretoria approved the Inner City SDF as well as a budget of 15 million rand to proceed with the implementation of Inner City projects.

1997	June: The City Council approved a budget of 2. 9 million rand to proceed with the formulation phase of the 22 Pretoria IDP processes and to appoint consultants to assist with the processes.
1997	July: The finalisation of the demarcation of the Planning Zones and the establishment of Planning Zone Forums.
1997	July: The GPMC and MLCs appoint consultants to assist with the IDP process.
1997	July: The beginning of the 22 IDP processes in the City of Pretoria.
1997	November: The City Council of Pretoria and the PICP appoint a multi-disciplinary planning consortium to develop an "Integrated Spatial Development Framework" for the Inner City of Pretoria.
1998	January/February: Planning summits were held to present the Draft IDPs to the respective communities.
1998	March: The respective councils approved the Metro IDP, the three City Wide IDPs and the 18 local/Planning Zone IDPs.
1998	May: A special workshop was held to present the Metro and the City IDPs to an Evaluation Team from the Gauteng Department of Development Planning and Local Government.
1998	4 June: The IDP planning teams and planning consultants held a 'post mortem ' workshop to analyse and evaluate the IDP processes.
1998	12 June: The IDP/PZF Technical Co-ordinations Committee also held a workshop to evaluate the IDP processes.
1998	17 June: The former MEC of the above department formally approved the Pretoria Metro IDP and the City Wide IDPs.
1998	The promulgation of The White Paper on Local Government, 1998.
1998	The promulgation of The Local Government Municipal Structures Act, 1998.
1998	The promulgation of The White Paper on an Environmental Management Policy for South-Africa, 1998.
1998	The promulgation of The National Environmental Management Act, 1998.
1999	January: The City Council, after a re-prioritisation process allocated R42 million for small scale IDP Capital projects.
1999	The GPMC in conjunction with consultants developed a comprehensive IDP - Management Information System to assist with the implementation and management of the IDP.
1999	The promulgation of The Green Paper on Development and Planning, 1999.
1999	Approval of the Gauteng Spatial Development Framework.
1999	Finalisation of the Pretoria Inner City's Integrated Spatial Development Framework (Draft).
1999	The promulgation of The Local Government Demarcation Act, 1999.
1999	October: The establishment of the City Council of Pretoria's IDP Task Team and the introduction of a new 'Strategic Thrust' approach for the IDP.
2000	New IDP Working group established under the leadership of Amund Beneke.
2000	January: New Strategic Framework for the to - be - established City of Tshwane was compiled.
2000	April: Interim IDP for the new to - be - established City of Tshwane was compiled.
2000	The promulgation of The Local Government: Municipal System Act, 2000.
2000	Publication of the Policy paper on Integrated Development Planning compiled by Oranje <i>et al</i> 2000.
2000	6 December: Establishment of the new City of Tshwane Metropolitan

	Municipality.
2000-2001	Various reports and papers on IDP compiled by the Department of Provincial and Local Government.
2001	The promulgation of The Draft Land Use Management Bill, 2001.
2001	The promulgation of The White Paper on Spatial Planning and Land Use Management, 2001.
2001	January: Establishment of the interim top management for the Tshwane Metropolitan Municipality.
2001	May: Establishment of a City Planning transformation and management team under the leadership of Ms Belinda van der Merwe.
2001	July 2001: The CEO announced a new, second interim management structure for the Tshwane Metropolitan Municipality.
2001	July 2001: The establishment of a second interim City Planning transformation and management team under the leadership of Dr. Verna Nel.
2001	July: The establishment of the IDP office and the IDP Manager, Mr. W. Nkosi.
2001	July - October: The appointment of the General Managers.
2001	November: The finalisation of a new interim management structure for the City Planning Department.
2001	October: The appointment of Nava Pillay, the Strategic Executive Officer for the department: "Housing, Land and Environmental Planning and City Planning".
2001	December: The establishment of an inter departmental strategic planning working group under the leadership of Mike Yates
2002	January/February: The establishment of a new Spatial Planning function and system.
2002	Ongoing transformation and restructuring of the City of Tshwane.
2002	March: Finalisation of a new strategic spatial vision for the newly established City of Tshwane - the first phase of the Spatial Development Framework.
2002	June: The Council rejects the Tshwane IDP.
2002	August: The Council at a special meeting approved the Tshwane IDP.
2002	Ongoing discussions aimed at establishing the City Planning function as an independent function in the organisation.
2002	Ongoing debates about the role of the planning function and its relation with the IDP and strategic planning.
2002	December: Council began to finalise the departmental organisational structures and the appointment of some of the permanent managers.

ACRONYMS AND ABBREVIATIONS	
AMTP	Association of Municipal Town Planners
ANC	African National Congress
ASA	American Sociological Association
CBD	Central Business District
CEO	Chief Executive Officer
COO	Chief Operating Officer
CSIR	Centre for Scientific And Industrial Research
DC	Development Control
DCD	Department of Constitutional Development
DDP	Decentralised Development Planning
DDPE	Department of Development Planning, Environment and Works
DDPTT	Decentralised Development Planning Task Team
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DPC	Development and Planning Commission
DPLG	Department of Provincial and Local Government
EIA	Environmental Impact Assessment
EMPRET	Environmental Management Programme for Pretoria
FEPD	Forum for Effective Planning and Development
FP	Forward Planning
GDPLG	Gauteng Department of Development Planning and Local Government
GPGP	Greater Pretoria Guide Plan
GPMC	Greater Pretoria Metropolitan Council
GTZ	German Agency for Technical Cooperation
ICLEI	International Council for Local Environmental Initiatives
idp	Integrated Development Planning
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IIDP	Interim Integrated Development Plan
IOC	Interim Organising Committee
ISC	Interim Steering Committee
ISDF	Integrated Spatial Development Framework
LA 21	Local Agenda 21
LDO	Land Development Objective
LEDP	Local Economic Development Planning
LGTA	Local Government Transition Act
MC	Mayoral Committee
MEC	Member of the Executive Committee (Provincial Cabinet)
MLC	Metropolitan Local Council
MMC	Member of the Mayoral Committee
MSA	Local Government: Municipal Systems Act
MSDF	Metropolitan Strategic Development Framework

NEMA	National Environmental Management Act
NGO	Non-governmental Organisation
PDM	Purpose Directed Management
PICP	Pretoria Inner City Partnership
PPP	Public Private Partnership
PWV	Former Pretoria Witwatersrand Vereeniging Area
PZ	Planning Zone
PZCC	Planning Zone Co-ordinating Committee
PZF	Planning Zone Forum
PZO	Planning Zone Office
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SA	South Africa
SAITRP	South African Institute for Town and Regional Planners
SALGA	South African Local Government Association
SAPI	South African Planning Institution
SDI	Sustainable Development Initiatives
SDF	Strategic Development Framework
SDP	Sustainable Development Planning
SEA	Strategic Environmental Assessment
SMDF	Strategic Metropolitan Development Framework
SOE	State of Environment
SOER	State of Environment Report
SPF	Strategic Planning Framework
TCC	Technical Co-ordinating Committee
TPS	Town Planning Scheme
UN	United Nations
UNEP	United Nations Environment Programme
WCED	World Commission on Environment and Development
WHO	World Health Organisation
WWF	World Wildlife Fund

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