



**the dplg**

Department:  
Provincial and Local Government  
REPUBLIC OF SOUTH AFRICA

# **URP KNOWLEDGE MANAGEMENT FRAMEWORK**

**7-8<sup>th</sup> February 2008**

**SACN KM CONFERENCE**

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# OUTLINE OF PRESENTATION

- 1. SA'S POVERTY CONTEXT**
- 2. URP AS A RESPONSE...**
- 3. KEY UNIQUE FEATURES**
- 4. WHY IS KM IMPORTANT IN URP ?**
- 5. HOW IS KM PRACTICED IN URP THUS FAR?**
- 6. WEAKNESSES IN EXISTING KM PRACTICES**
- 7. WHAT OUTCOMES MUST URP KM CONTRIBUTE TOWARDS (THE LEARNING AGENDA) ?**
- 8. DRAFT KM PROGRAMME OF ACTION 2008-2010**

# SA'S POVERTY CONTEXT?

## THERE IS A TERRITORIAL DIMENSION:

- ↓ **APARTHEID INDUCED EXCLUSION AND CONFINEMENT OF THE MAJORITY INTO UNDER-SERVICED AND STRESSED GEOGRAPHICAL AREAS (TOWNSHIPS) – 'EXCLUSION BY DESIGN'**

## AND A FUNCTIONAL DIMENSION:

- ↓ **GROWING ECONOMY – GROWING SOCIAL IMBALANCES 'EXCLUSION BY MARGINALISATION'**

# URP AS RESPONSE TO POVERTY

- ❑ **AN INTER-GOVERNMENTAL PROGRAMME (INTER-SPHERE AND MULTISECTORAL)**
- ❑ **BASED ON THE REPRIORITISATION OF EXISTING BUDGETS (NO DEDICATED FUNDING)**
- ❑ **EIGHT FORMER APARTHEID TOWNSHIPS AT THE FRINGE OF SIX LARGE-TO-METROPOLITAN CITIES**
- ❑ **EXPLORE (INNOVATION), EXPERIMENT (TESTING), PILOT (DEMONSTRATION) NEW WAYS OF SOLVING A GROWING PROBLEM (URBANISATION OF POVERTY AND EXCLUSION)**
- ❑ **INFLUENCE POLICY AND PRACTICE TO DEAL WITH PROBLEM AT SCALE (POPULATION) AND SCOPE (GEOGRAPHIC LOCATIONS)**

# KEY UNIQUE FEATURES OF URP

- ❑ **CREATED AMIDST THE ESTABLISHMENT OF LOCAL GOVERNMENT STRUCTURES AND SYSTEMS, HENCE NO POLICY GUIDANCE**
- ❑ **A PROGRAMME GROUNDED ON PRACTICE THROUGH 'LEARNING BY DOING'**
- ❑ **STRIKING A BALANCE BETWEEN 'PEOPLE' AND 'PLACE'**
- ❑ **USING RELATIONSHIPS AND TRANSACTIONS AS A SINGLE CURRENCY TO DELIVER VALUE TO THE POOR AND MARGINALISED**
- ❑ **BRIDGING THE SOCIAL GAP BETWEEN THE SECOND AND FIRST ECONOMY**

# THE PROBLEM AND POTENTIAL?

- ❑ **A WEALTH OF PRACTICE AND EXPERIENCE WITH LIMITED TO WRITE AND TELL ITS OWN STORY (OVERWHELMED BY COSTLY TRANSACTIONS TOWARDS RESOURCE MOBILISATION AND IMPLEMENTATION)**
- ❑ **LIMITED 'INFLUENCE BY DESIGN' ON POLICY THUS FAR, (WEAK LINK TO AGENDA-SETTING ON URBAN POLICY)**
- ❑ **FRAGMENTED ATTEMPTS TO EMULATE URP ARE HAPPENING IN A TACIT FASHION (e.g. EDENVALE, EVERTON, BETHERSDALE, NGANGELIZWE, TOP TWENTY TOWNSHIPS INITIATIVE, ETC.)**
- ❑ **EFFECTIVE RESOURCE MOBILISATION CORRELATES NEGATIVELY WITH THE SPENDING CAPACITY FOR THESE RESOURCES**
- ❑ **BUSINESS PLANNING SUFFERS CREDIBILITY PROBLEMS IN MANY INSTANCES, DUE TO CONSTRAINTS IN STRATEGIC SKILLS IN PROJECT MANAGEMENT**
- ❑ **RE-POSITIONING THE URBAN RENEWAL AGENDA WITHIN THE EVOLVING CONTEXT OF COMPETING POLICIES AND PROGRAMMES SINCE 2002**

# WHY IS KM IMPORTANT IN URP?

- ❑ **THERE IS A GROWING DEMAND FOR URP PRACTICE AND EXPERIENCES (e.g. NATIONAL TREASURY' NPDG, FREQUENT REQUESTS IN POLITICAL ARENAS AND POLICY REFORM PROCESSES PARLIAMENT, PRESIDENCY, ETC)**
- ❑ **FREQUENT NODE-TO-NODE EXPOSURE VISITS ARE POINTING TO THE GROWING DESIRE FOR LEARNING AND MUTUAL SUPPORT**
- ❑ **THE FULL IMPLEMENTATION STREAM (EXPLORATION, TESTING AND PILOTING) HAS REACHED MATURATION STAGE. THINGS THAT HAPPENED 'BY CHANCE' CAN NOW BE PACKAGED AND ELEVATED IN THE FORM OF MODELS, SMART PRACTICES, AND 'RECEIPIES'.**
- ❑ **JOINT CROSS-CUTTING PROGRAMMES ARE BECOMING A PREFERRED RESPONSE TO THE GROWING PHENOMENON OF POVERTY AND EXCLUSION, HENCE LESSONS ARE NEEDED FROM PIONEER INITIATIVES SUCH AS URP TO INFORM NEW PROGRAMMES.**
- ❑ **THE ON-GOING CONSOLIDATION PHASE OF URP CALLS FOR A DELIBERATE APPROACH TO MAINSTREAMING. HENCE IT MUST BE CLEAR WHAT KNOWLEDGE TO MAINSTREAM? WHERE TO GET SUCH KNOWLEDGE AND IN WHAT FORM TO SHARE AND DISSEMINATE IT?**
- ❑ **CREATING A 'VOICE' FOR URBAN RENEWAL IN THE STATUTORY POLICY ARENAS REQUIRES THAT SUCH A VOICE BE EQUIPPED WITH A SOLID BUSINESS CASE (TOOLBOX WITH EMPIRICALLY PROVEN RESPONSES TO POVERTY)**

# WHAT ARE KM PRACTICES IN URP?

NATIONAL LEVEL	PROVINCIAL LEVEL	NODAL LEVEL
URP Website (hosted on the dplg site)	Provincial URP Interdepartmental Forums (learning and information sharing)	Newsletters and brochures
Newsletter	Weak documentation of practices/experiences and dissemination of information (Website, newsletter and brochures)	Municipal website with URP information (no dedicated website except in Alexandra and Khayelitsha and Mitchell's Plain)
Urban Renewal Forum		Nodal multi-stakeholder forum
Documentation (3 resource books and Impact Assessment in 4 nodes);		Twinning arrangements (Galeshewe, Motherwell and Mdantsane)



# WEAKNESSES IN EXISTING URP KM PRACTICES

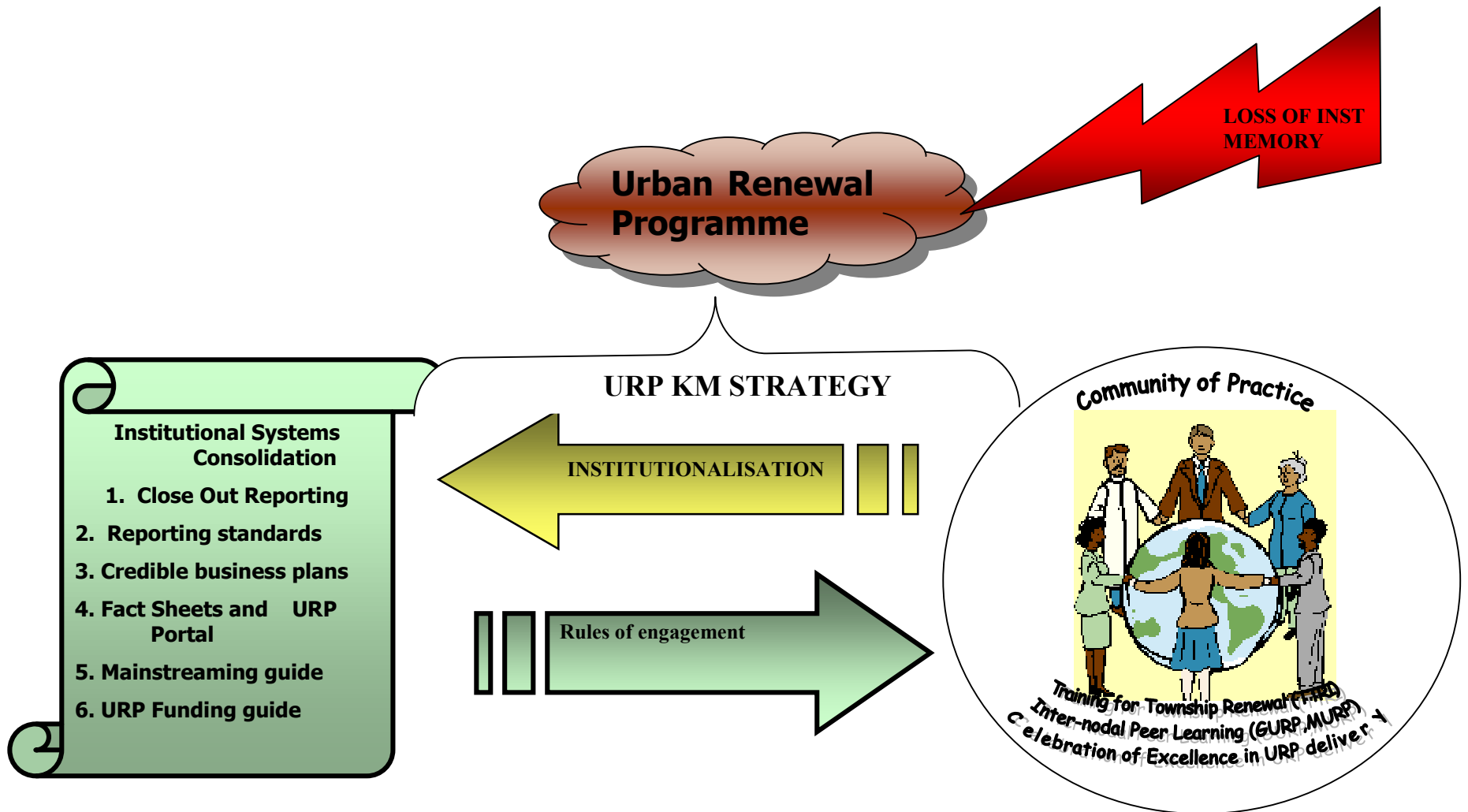
- ❑ **WE SELECT A TOOL, THEN WE DEVELOP ACTIONS AROUND IT, INSTEAD OF USING THE TOOL TO IMPLEMENT URBAN RENEWAL STRATEGY**
- ❑ **KM HAPPENS ON A 'LEAD-AND-FOLLOW' BASIS: ONE NODE DECIDES TO CREATE A WEBSITE, ANOTHER ONE FINDS IT NICE AND WANTS TO DO THE SAME**
- ❑ **VISITS AND EXCHANGE TRIPS ARE BEING UNDERTAKEN, BUT LITTLE IMPACT OR FOLLOW UP**
- ❑ **WORKSHOP AND EXCHANGE FATIGUE – AN END IN ITSELF?**
- ❑ **HIGH TURNOVER OF SKILLS (LOSS OF INSTITUTIONAL MEMORY?)**

# THE URP KM FRAMEWORK

## OUR LEARNING AGENDA:

- ❑ **CROWDING IN PUBLIC AND PRIVATE SECTOR INVESTMENT (ENABLING OUTCOME)**
- ❑ **ENHANCED SOCIAL AND HUMAN CAPITAL IN THE NODAL AREAS (END BENEFIT)**
- ❑ **EFFECTIVE INTERGOVERNMENTAL PLANNING (ENABLING OUTCOME)**
- ❑ **EFFECTIVE AREA BASED PLANNING AND BUDGETING (ENABLING OUTCOME)**
- ❑ **ENHANCED CONNECTIVITY BETWEEN NODAL POPULATIONS AND OPPORTUNITIES IN THE MAINSTREAM ECONOMY (END BENEFIT)**

# OVERVIEW OF THE URP KM MODEL



# URP FRAMEWORK (END)

## KEY ISSUES FOR A TWO-YEAR KM PROGRAMME OF ACTION (UNDER DISCUSSION)

- **NODAL TWINNING AND PROVINCIAL PEER LEARNING**
- **STORY WRITING**
- **FROM A WEBSITE TO URBAN RENEWAL PORTAL**
- **DOCUMENTING OF LESSONS AND SMART PRACTICES**
- **NODAL FACT SHEETS**
- **CELEBRATION OF EXCELLENCE (ACHIEVERS)**
- **KM CONFERENCE 2009 (AREA BASED MANAGEMENT)**



**THANK YOU**