

At the sustainable community level, objectives concern the community more directly, the issues are more concrete and it is possible to influence development.

# 5

## Community and Stakeholder Participation

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Community participation  
Stakeholder involvement

Participants in the planning process

Communication strategy  
and programme

Sustainable Community Unit or intermediate planning is the first level in terms of scale at which meaningful and direct community participation is both possible and necessary. At the Spatial Development Framework level the focus is on the vision and general municipal planning issues and the effect on communities may be less obvious. In the detailed planning stage the conditions for development are already established and substantial changes may be costly. At the Sustainable Community Unit level the objectives concern the community more directly, the issues are more concrete and it is possible to influence development. Community and stakeholder involvement at this level of planning will facilitate detailed planning and project implementation.



Community involvement and sharing of responsibilities require mobilisation

## 5.1 Community Participation

Community and stakeholder participation is essential throughout the planning and implementation process, and a communication strategy is needed to inform and engage the community, the politicians and the municipal administration. Involvement of people directly affected by planning proposals should begin in the initial planning stages.

Ward committees and development forums representing community organisations and stakeholders with specific interests such as the business sector, landowners and service providers should be included. Information meetings and hearings in the early stages of the process serve to:

- present the intention to prepare a spatial plan
- share the municipal vision, development principles and goals
- hear community needs, aspirations and priorities
- describe the process, including community participation

Later in the planning process the results of surveys, identification of issues, alternative solutions, planning scenarios, the implementation programme and cost implications are presented and discussed.

## 5.2 Stakeholder Involvement

The community is the primary stakeholder group, but other stakeholders with specialised capacities and responsibilities are essential. The identification of relevant stakeholders should be done during the early stages of the Programming Phase. Early contacts will contribute to identification of issues and priorities. Stakeholder involvement is particularly important when interest groups are expected to play an active role in the implementation process and in operation and maintenance.

Stakeholder participation requires commitment, transparency in the process, acknowledgment of alternative views, ideas, time and human resources. Properly handled, participation contributes to consensus and acceptance of proposals and will facilitate implementation.

The involvement of organised, representative stakeholder groups facilitates communication and participation. However, some may be better organised and resourced than others and exert undue influence, which must be balanced by public sector representatives. The community in an area may not be homogeneous, but may consist of numerous groups and stakeholders with different perspectives, aspirations, and interests. Some problems and solutions may be easy to agree upon, but there may be opposing views and interests.

There is always a need for compromises, and the municipality is responsible for final decisions and plans, guided by sound development principles and policies and advised by a steering committee representing all key stakeholders.

### Benefits of community participation

- assists in formulation of goals and objectives
- ensures that community issues and concerns are taken into account
- generates a feeling of ownership of the plan amongst inhabitants
- enables communities to express their needs, aspirations, priorities and preferences
- facilitates formulation of planning proposals and implementation programmes that are supported by the community
- creates a better understanding of the development process and encourage the community to meet challenges and use opportunities for active involvement in local initiatives
- achieves consensus on priorities regarding projects and development programmes.



Stakeholders participating in a planning workshop

### GLOSSARY

#### aspirations

what people hope to achieve

#### homogeneous

all the same

#### stakeholder

anyone involved and having a direct interest

**Interest groups**

- business
- the building and construction sector
- the transport sector e.g. taxi associations
- social services providers
- civic associations and local forums
- NGOs
- CBOs and religious organisations
- environmental groups
- political organisations

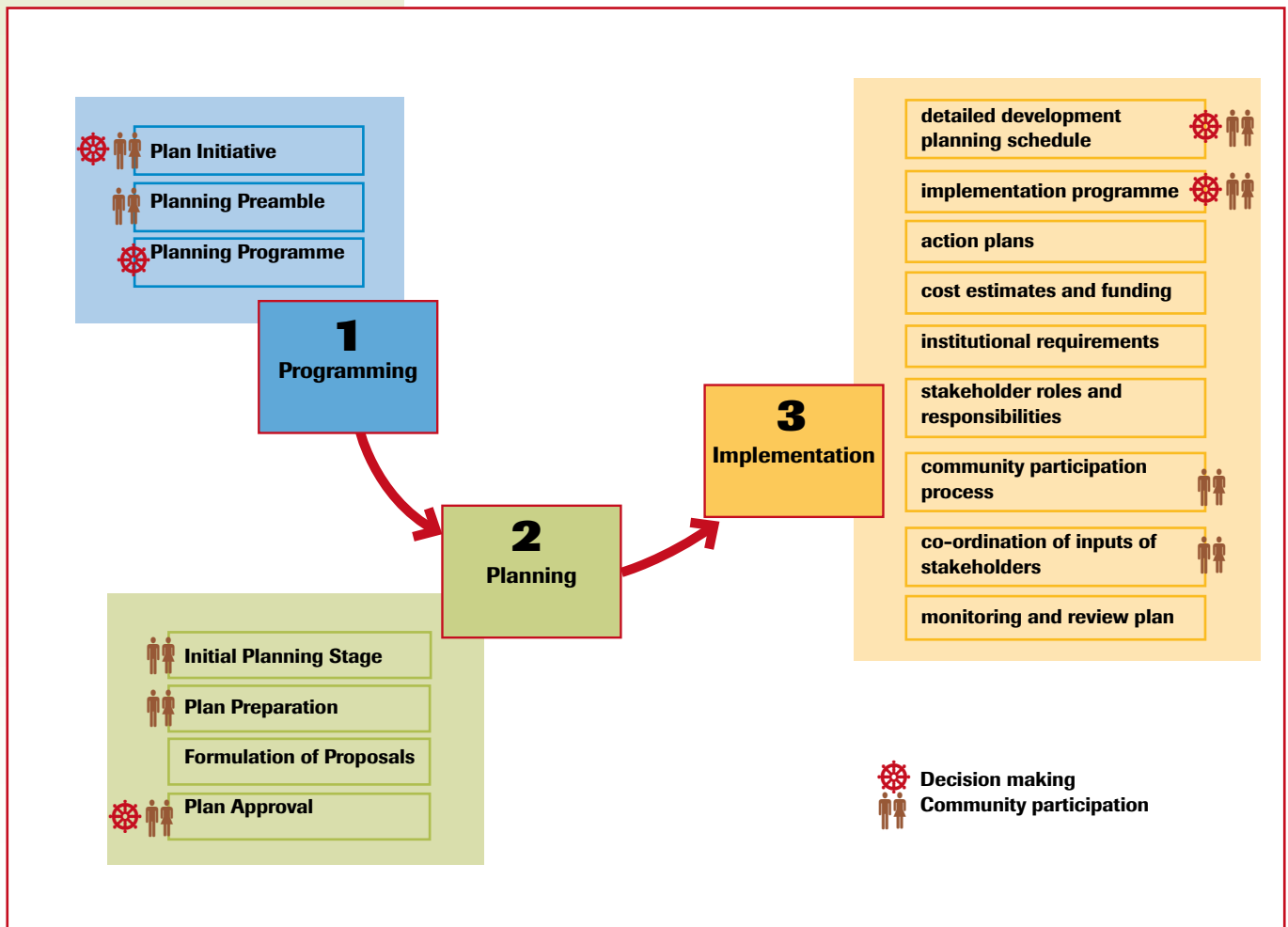
**5.3 Participants in the Planning Process**

The community and stakeholder participation process involves a variety of actors with different roles and responsibilities in the planning and implementation phases:

- decision makers
- plan preparation and co-ordinating teams
- the community
- implementing agencies (including contractors)
- supporting agencies

These actors participate via the steering committee and task team and can participate in development forum, ward committee and project meetings and workshops.

**Community participation and decision making in the Planning and Implementation Process**





Masithetisane = Come, let's talk together



## Plan with people, not for them, plan for development, not for control!

Developing Learning Opportunities in the Comprehensive Urban Planning, Port Elizabeth and Kimberley, 1998

### Local community groups

- community members
- NGOs and CBOs
- community projects
- contractors
- businesses
- transport providers
- community based service centres

### Decision makers

The decision makers are involved throughout the process, from approving the Plan Initiative through to deciding implementation contracts. Council, sub-committees and municipal units are the main actors. The steering committee facilitates the planning process and prepares and supports key decisions such as approval of:

- the Plan Initiative
- the Plan Programme and Work Programme
- the goals, objectives and issues
- the Plan (plan proposals)
- the Implementation Programme

### Plan preparation agencies

Plan preparation is the responsibility of the lead municipal department via the planning team which works with and co-ordinates the task team. Aspects of plan preparation can involve working groups of key officials and consultants in:

- Land/urban planning
- Housing
- Transport Planning
- Economic Affairs
- Environmental Services
- Infrastructure Engineering
- the IDP Unit
- Provincial departments
- Consultant organisations

### The community

Beneficiaries can contribute to planning and implementation to the extent that their involvement is planned in the communication programme and enabled by effective communication and participatory methods. Local organisations and individuals may also be beneficiaries, if involved in construction, maintenance and service projects that receive funding or contracts, and pay for local work.

The community should be involved throughout the planning and implementation process. Methods will vary depending upon the purpose and practicalities. In the initial period the verification of objectives and the identification of issues and priorities are sought, while in the planning phase and implementation programming consensus and mobilisation of stakeholders are expected.

### Ward councillors and committees

A Sustainable Community Unit may include a number of wards, and all ward councillors must participate in the planning process. Ward councillors need to:

- share information with organisations in their wards
- represent the needs of stakeholders
- liaise with other ward councillors and municipal officials regarding development needs and project priorities
- keep the community informed on development issues and the planning process and outcomes

#### GLOSSARY

##### NGO

non-governmental organisation

##### CBO

community based organisation

**Development fora**

In communities where the structure and variety of interest groups and stakeholder organisations is complex and difficult to co-ordinate, it is appropriate to establish a development forum to facilitate communication, consultation and participation of other organisations and groupings. Fora should include councillors and representatives of all significant community organisations and stakeholder groups in the area.

**Implementing agencies**

Implementing agencies include municipal and provincial departments and private sector and community based contractors. Technical departments such as infrastructure engineering, environment and waste management have their own implementation programmes and projects, and co-operation and co-ordination is crucial. The IDP Unit and Finance Department have a key role to play in co-ordinating resource allocation and project budgets.

Investors, financing institutions and contractors are stakeholders during implementation, and the communication programme must ensure that they understand and support the vision, principles and quality standards of the project.

**Supporting actors and agencies**

The steering committee plays an overall supporting and monitoring role. Other supporting actors such as technical departments and consultants assist the planning team and task team with investigations, studies, surveys, data collection, analysis and assessments, plan preparation and implementation. At community level, ward and street committees, NGOs, CBOs and the development forum can contribute.

Provincial and national agencies that support and finance housing and infrastructure projects, or provide specific services, will provide information and assess needs in their sectors.



Planning during a workshop with stakeholders

**Supporting actors, authorities and agencies:**

- steering committee
- ward committees
- street committees
- development forum
- provincial departments
- national agencies
- technical departments
- consultants
- NGOs and CBOs
- ESKOM



Stakeholders in the planning process

### Examples of communication tools

**Dissemination** takes place in the initial stage of planning. The purpose of dissemination is to inform people about a proposed planning project. It is one-way communication. For this purpose announcements in newspapers, radio, TV and on posters can be used.

**Consultation** which is a two-way communication often takes place between smaller groups of stakeholders. Maps and reports are examples of the tools used. Consultation can also be done during formal plan exhibitions presenting plans, sketches and proposals.

**Participation** actively involves the general public. A model, illustrative plan, maps, photos, drawings, information brochures and exhibitions are examples of communication tools for this purpose. Surveys can be useful for information gathering and consultation.

**Mobilisation** aims at active involvement of particular stakeholders. Brochures, posters, illustrated questionnaires and booklets describing the vision, layout and implementation plans can be used to mobilise participation.



Drama can be a very effective tool in communication with a community

## 5.4 Communication Strategy and Programme

Municipal, provincial and national departments and other stakeholders need to receive information throughout the process. The communication strategy provides the process and means for effective communication, consultation, participation and co-operation. It specifies the stakeholders, and how they are involved in and contribute to the process. The Integrated Development Matrix is a useful tool for mapping co-operation and communication among municipal departments. (see chapter 4 page 112)

The communication programme is planned at the start of the planning and implementation process. It identifies target groups and their representation, communication methods, and the nature and timing of key communication events and activities in the process. The communication programme can be presented to the decision makers for approval and to gain their commitment.

### Communication methods

The communication strategy includes different methods depending on the target group and the stage of the process at which the communication activity will occur. The methods are:

- Dissemination of information
- Consultation
- Participation
- Mobilisation

### *Dissemination of information*

Dissemination of information enables participants and stakeholders to understand the content and consequences of the planning programme and proposals. Methods and presentations must be designed to reach particular target groups, and should include direct contact. Dissemination of information is particularly relevant in the initial stages of the process, when specific results of studies and analysis become available, and on completion of the planning process.

### *Consultation*

Consultation should not be limited to the legally required minimum of calls for comments and submissions, as fuller consultation and participation via interactive sessions allows communities and other stakeholder to engage with, contribute to and influence decision making to a greater extent. Consultation may be general or focus on specific issues, but must be based on adequate prior dissemination of information.

### *Participation*

Participation means active involvement to obtain views and constructive inputs from those affected by and involved in the planning, to achieve an understanding of, contributions to and acceptance of proposals. The ideal is that communities become partners in the process of planning their own development.

### **Mobilisation**

Mobilisation entails involvement in planning, implementing, maintaining and evaluating housing, infrastructure, services and the environment. Shared responsibility leads to community development, organisation, responsibility and co-operation. Mobilisation requires enhanced communication, municipal involvement, support and monitoring.

### **Communication strategy management**

Communication strategy management is the responsibility of the project planning team together with relevant political committees. The steering committee, task team, development forum, or other local or contracted organisations can participate in managing aspects of the communication programme. A schedule for communication should be established by the planning team and steering committee, based on planning process phases, key steps and decision points.

The Integrated Development Matrix is an essential tool for the communication strategy management (see chapter 4).

### **Communication programme in different planning phases**

The programme for communication will be prepared at the commencement of the planning period and should cover the entire planning and implementation process. It should identify the means and methods to be used, timing of events in relation to the process and timing of planning inputs, target groups and their representation. The major events in the programme should be identified. The programme for communication should be presented to the decision makers for acceptance and confirmation of commitment. The content and methods used may vary over time and this should be described in the programme.

### **Communication in the Programming Phase**

Already at the Plan Initiative Stage, planners interact with other municipal departments. A joint task-team facilitates co-operation, exchange of information and active input in plan preparation, while politicians are involved through council, sector sub-committees or on the steering committee.

Initial community and stakeholder communication focuses on introducing the planning project and proposed communication mechanisms, using structures such as ward committees and local forums. In some situations it is appropriate to establish a consultative development forum to facilitate communication with diverse groups.

If a baseline study or area-specific investigations are required, methods that involve the community and encourage active participation are relevant. Results should then be presented to all stakeholders, and used as a basis for agreeing goals and objectives. It is not practical to involve entire communities, but rather representative organisations and structures. However, information on the project and the results of this consultation can be distributed more widely.

The planning team should, in this initial stage, organise a workshop to agree on the plan programme, roles and distribution of tasks, methods and



**Exhibition panels explaining basic Sustainable Community planning terms**



**Stakeholder participation in a planning workshop**

#### **GLOSSARY**

##### **dissemination**

distribution or communication of information

##### **consultation**

asking for comments and feedback on proposals and plans

##### **participation**

active involvement in planning

##### **mobilisation**

motivating people to participate





Voice from the community

means for co-operation and co-ordination.

Participants include:

- relevant municipal departments
- the task team
- steering committee
- representatives of ward committees in the area
- ward councillors
- portfolio councillors
- community representatives
- key stakeholder representatives

### Communication in the Planning Phase

The planning phase is the most intensive period, also for communication with stakeholders, community representatives and interest groups. Content may often be technical, but must be presented in a way that can be easily comprehended and discussed.

The planning team is responsible for project management, including the communication programme, and involving members of the task team in planning work. Consultation with relevant municipal departments and provincial and national agencies is essential to incorporate their programmes, projects and requirements in the plan proposals. Regular meetings with the steering committee and community representatives must be scheduled to present findings and planning scenarios, and verify issues and priorities.

The Initial Planning Stage includes a start-up meeting involving all stakeholders, at which the communication and participation programme is agreed. Representatives decide on how best to distribute information from the start-up meeting to their organisations.

On-site visits by groups of stakeholders are an effective way to present, illustrate and discuss issues and aspects of a Sustainable Community Unit plan. The planning team has direct contact with community representatives, and a local site office facilitates communication.

During this stage the work group and task team consult and co-operate intensively with different municipal units to align the spatial planning with sector plans and other development projects.

Plan Preparation including formulation of scenarios, alternative solutions and impact assessments involves the work group, task team, steering committee and development forum, ward committees and specific interest groups. Formulation of Plan Proposals and Plan Approval requires that views and comments are submitted by all stakeholders.

### Communication in the Implementation Phase

The links between planning and implementation processes in sustainable community planning and the communication programme prepare for community involvement in implementation. The range and number of stakeholder groups may now increase, as local initiatives and local management become part of the process.

The communication programme needs to be monitored and adapted over the relatively long period of implementation. However, the steering committee, ward committees, development forum, project management and task teams can continue to function.

#### Examples of municipal community partnerships

Municipal/Community partnerships in the Nelson Mandela Bay Metropolitan Area include:

**Bethelsdorp Development Trust** – a community-based initiative aimed at developing the tourism, heritage and environmental potential of the greater Bethelsdorp area through community empowerment, job creation and poverty eradication.

**The Motherwell and Helenvale Urban Renewal Programmes** – aims to unlock the economic, social and community potential through co-ordinated urban renewal programmes.

Stakeholders in these programmes and initiatives include the three spheres of Government, the Development Bank of Southern Africa, the respective communities, various local NGO's and CBO's, and private sector organisations.

The implementation period starts with a workshop to clarify the activities, responsibilities and co-ordination of the programme. Community involvement and direct contact with local groups intensifies as the focus shifts to detailed planning, housing provision and service facilities.

Communication with provincial and financing agencies and service providers is crucial for efficient implementation. In the municipality, linkages between implementation, the financial plan and budget management need to be established in the communication programme.



**Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.**

Jane Jacobs

Process stage	Council Steering Committee	Municipal units	Community Stakeholders	Other govt. agencies
<b>Programming</b>				
Plan Initiative	Consultation	Consultation	Information	Consultation
Preamble	Information	Consultation Participation	Consultation Participation	Consultation
Planning Programme Proposal	Approval	Consultation	Consultation Information Mobilisation	Information
<b>Planning</b>				
Initial planning	Consultation	Consultation	Information Participation	
Planning analysis and assessment	Information	Participation	Consultation	Consultation
Alternative proposals and scenarios	Consultation	Consultation Participation	Information Consultation Participation	Information Consultation
Plan Proposal	Consultation	Information Consultation	Consultation Information	
Plan Approval	Approval	Information	Information Consultation	Information
<b>Implementation</b>				
Detailed planning Implementation programme	Consultation Approval	Consultation Participation Mobilisation	Information Consultation Participation Mobilisation	Participation Mobilisation



**Aspects of the implementation programme**

- specific development projects
- housing delivery programme
- infrastructure development programme
- service provision programmes
- community based maintenance

**INDABA and UBUNTU – community newsletters are a useful means of communication in a community planning process**



**Community representatives discuss plans on site with a smaller group of stakeholders**



**Masithetisane at the stadium involving a large group of people**

## 5.5 Learning and capacity building in the planning process

This guidebook will be useful to the extent that it is used. This section outlines possible ways to use the guide, and related learning and capacity building processes. This latter theme is the subject of an earlier guide *Developing Learning Opportunities in the CUP (Comprehensive Urban Planning) Process in Kimberly and Port Elizabeth 1998*, which can be referred to for more detail.

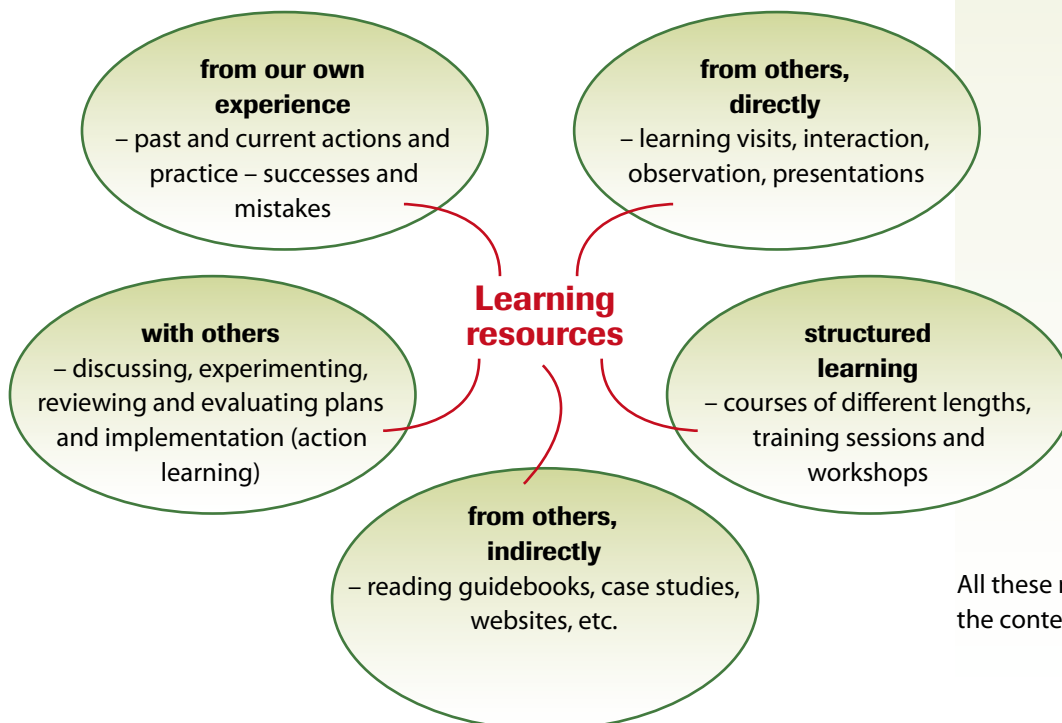
People inevitably and naturally learn and develop capacity when they participate in any challenging and complex process, particularly when others are involved. However, there is often a far greater potential for learning and developing capacity, if this is undertaken consciously. This is particularly relevant and necessary when undertaking new, challenging and innovative projects.

Every planning project is an opportunity for real learning and capacity development on the part of all those involved, which is a real benefit for committed participants. This should be a project objective that is articulated, planned for, monitored and managed. The core learning process is to use an action learning approach and to consciously manage learning, capacity development and ongoing improvement, using a variety of learning methods and resources.

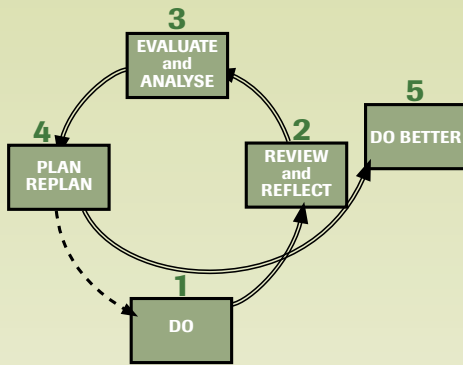
Such learning should relate to both:

- **what** we are doing, or the content or subject – in this case sustainable community planning, and
- **how** we are doing, or our processes and interaction – management, communication, co-operation, sticking to schedules and budget, etc.

### Sources of learning in the planning process



All these methods can be used in the context of a planning project.



### Action learning

In real situations it is too late to wish for a better education, a higher qualification or more prior experience! The only option is to learn in and from the situation and from each other, and often this practical ‘on the job’ or action learning is most effective and efficient, as we learn what we need in practice, and we learn by doing. Implementation and feedback are far more immediate than in more structured and formal learning situations. People quickly learn how well what they have planned works, and from their successes and mistakes.

This is why pilot projects are a sensible approach – implement and test the plan on a small scale, then review, evaluate and learn from the pilot in order to improve the plans for the larger project.

Action learning as a method for continuous improvement is a general process that can be applied by all project teams and structures. It requires that planning, monitoring reviewing and evaluating are managed as an integrated process. This should be applied not only to the content of work, but also to the processes and interaction, both within and between groups.

### Using the guide as a learning resource

Action learning is a powerful method for self-reliant and ongoing learning that can be applied by individuals, groups, whole projects and even organisations. However, other learning resources are important to supplement action learning, particularly for new and innovative undertakings such as sustainable community planning.

In such instances the experience and wisdom of others who have ‘gone ahead’ and pioneered the territory is an essential resource, that can help avoid many pitfalls and enable accelerated learning – we don’t have to repeat all the same experiments and mistakes when we can learn from the successes and failures of others. This of course is the purpose of a guidebook. But guidebooks only work to the extent that we study, refer to and learn from them, and relate their content to the actual situation in which we find ourselves.

### *Individual use*

Individuals can and should be encouraged to read and use this guide as a reference and source for developing their own understanding and approach, in general and for particular aspects. This is relevant for all stakeholders.

### *Group or team use*

Groups and structures involved in a project can use the guide as a common source of ideas, guidelines and learning. This will be enhanced by presentation and discussion of relevant aspects at appropriate stages of the project. There are many ideas and examples on spatial planning, concepts and diagrams that can help with planning of processes and participation, and lists that can be used as planning checklists, or for monitoring, reviewing and evaluating (e.g. the principles checklists at the end of sections on the six functional elements in chapter 3).

The guide also points the way to finding other best practice examples and learning resources.

#### GLOSSARY

#### **action learning**

consciously learning from practice how to do better by reviewing, evaluating and replanning

**An official project planning guide**

A council or steering committee could make this the official guide for all spatial planning projects, or for a particular project. It is then essential that all key actors are familiar with the contents of the guide, as the source of the planning principles and approach.

**Community Capacity Building in the Sustainable Communities Planning Process****Objectives**

- Promote local participation and responsibility
- Promote Local Economic Development
- Promote interaction with civil society and private sector
- Promote administrative, political and fiscal decentralization
- Empower local civic society and particularly women in the development process
- Integrate statutory and non-statutory consultation processes rather than regard the former as more important.

**How to enhance learning in the planning process**

- Participation – involve people in the process and allow adequate time for consultation
- Promote delivery systems that involve the community in creating the new urban future rather than merely being recipients of the benefits.
- Programmes that enable participants to access economic opportunities and credit and to participate in pilot projects around immediate community needs, to sustain interest and commitment. Integrate SCU planning with other community development initiatives.
- Break participation into components that are easy to identify and group to expedite understanding
- Capacity building amongst municipal staff on sustainable communities planning
- Develop a comprehensive plan for community participation in all the various aspects of the project
- User friendly techniques, e.g. illustrations to promote understanding. Use local language and examples.
- Use familiar methods/techniques to disseminate information (radio, print, pamphlets, drama, loudhailers)







## Conclusion

Planning sustainable communities is clearly complex and involves

- key development and planning principles
- various content areas and spatial elements
- a number of linked processes over a significant time period
- a network of participating actors and stakeholders.

This guide set out to clarify the above aspects, and to share a methodology to integrate and manage them, in order to plan and develop Sustainable Community Units with an improved quality of urban life. The intention has been to focus on essential elements and general processes that are likely to be relevant in different situations, without being prescriptive. Every project and situation is unique, and the guidelines may need to be adapted.

However, the key principles on which this planning approach is based are increasingly recognised as not only desirable but also necessary, both for creating more ideal urban living conditions and for reasons of sustainability. The challenge is to work towards realising these ideals in developing countries and communities characterised by poverty, a lack of resources and capacity, and significant inequalities. This requires high levels of commitment and co-operation, ongoing learning, innovative solutions and ongoing building of a range of capacity or competencies.

Sustainable development includes and integrates both the development of people and their situations and standards of living. Such development cannot be delivered to passive recipients – it needs to be done, and this requires active participation and a partnership approach.

The importance of sustainability and integration as overall development principles and goals has been stressed, and they need to guide all planning, decision making and implementation at all levels. Whether planning at the SDF, sustainable community or neighbourhood level, sustainability and integration are equally important and applicable – if the aim is better planning which results in better communities and built environments. Even small initiatives and projects can demonstrate best practices and have a significant impact, if these principles are taken seriously and are realized in practice. The real challenge is, however, to plan larger Sustainable Community Units in an integrated manner, as outlined in the guide.

# Glossary

## A

**accessible**  
easy to get to

**action learning**  
consciously learning from practice how to do better by reviewing, evaluating and re-planning

**adjacent**  
next to

**aesthetic**  
concerning beauty

**affordable housing**  
housing for low income households, which is usually subsidized

**allocation processes and criteria**  
the process whereby services, sites and houses are provided and the factors considered in deciding who will receive them

**allotments**  
small individual garden plots in a communal garden area

**alternative and sustainable technologies**  
technology that does less harm to the environment and uses renewal energy sources

**artisan**  
someone practising a trade

**aspirations**  
what people hope to achieve

**assets**  
things owned that have significant economic value

## B

**built environment**  
the urban environment including buildings, open spaces and infrastructure

**baseline survey**  
survey providing initial data against which future development is measured

**balanced urban structures**  
areas with a balance of different uses (residential, services, economic activities and recreation) and of built and green environments

**Batho Pele means 'Putting people first'**  
A government initiative to enhance the quality and accessibility of services by improving efficiency and accountability to the recipients of public goods and services

**benchmarks**  
points in the process when specific things must be achieved

**biodiversity**  
variety of species of plants and animals

**biomes**  
areas with specific natural vegetation

**biodiversity hotspots**

areas with unique and endangered species of animals and plants

**C****capacity building**

developing the skills and abilities of people, groups or organisations

**CBD**

Central business district of a city or town

**CBO**

community based organisation

**character**

unique qualities

**chicane**

narrowed section of a street

**clean production**

the production of goods and services processing less waste, or none at all, and that do not use toxic man-made chemicals

**cluster layouts**

cluster housing where vehicle access and/or speeds are limited

**coaching**

helping people improve their performance by facilitating reviewing, evaluating and planning, and by giving feedback and advice

**community fabric**

that which characterises and binds a community together

**compliance**

acting in accordance with a law or regulation

**conservation**

protection of nature

**consultation**

asking for comments and feedback on proposals and plans

**corridor development**

densified development along major routes where mobility, accessibility and the provision of public transport concur

**D****delineation**

definition of boundaries

**demography**

population profile/data

**densification**

increasing the number of residential or other units per specified area, e.g. by building adjoining units, multi-storey buildings and having smaller plots

**development principles**

key values that guide development

**disparities**

differences causing inequalities

**dissemination**

distribution or communication of information

**dormitory**

place for sleeping for many people

**E****ecological**

in harmony with nature and the environment

**economic integration**

integrating marginalised groups into the main-stream economy

**economic sustainability**

the ability of an area or community to earn income in order to cover its costs on an ongoing basis

**efficient development**

urban development that maximises development goals such as sustainability, integration, accessibility, affordability and quality of living, relative to financial, environmental and social costs, including ongoing and future costs

**energy conservation**

using less energy

**entrepreneur**

person who starts and develops a business or organisation

**entrepreneur development**

training and support for entrepreneurs

**Environmental Impact Assessment**

a legally required study to determine and to prevent or reduce potential harmful effects of a development project on the environment

**environmental sustainability**

the ability of an environment and its key natural processes to continue to function in a healthy manner

**erven**

plural of erf – a demarcated site or stand

**Expanded Public Works Programme (EPWP)**

a government programme to provide work opportunities coupled with training, covering all spheres of government and state-owned enterprises

**F****fauna**

animals of all types

**feeder routes**

local roads leading to main transport routes

**feeder buses**

local buses taking people to main bus routes or stations

**floristic region**

region with specific types of plants

**food security**

having enough food on a sustained basis

**functional integration**

different functions such as living, working and recreation in the same area

**G****gender equality**

men and woman are treated the same

**gender equity**

equal representation of men and women in terms of numbers

**GIS**

Geographic Information System – computer-based mapping and data information system

**green fields development**

new development on previously unused land

**green procurement**

using products and services that create minimum waste and pollution in production and that use eco-friendly, biodegradable materials

**grey water**

household waste water from sinks, basins and baths

**H****hierarchy**

a system with higher and lower levels

**homogeneous**

all the same

**I****Imbizo**

a consultation meeting

**imperatives**

things that must be done

**incubation**

start up support for a small business

**infill development**

building in developed urban areas on properties that are not developed, in order to optimise the use and provision of services

**informal economic activity**

unregistered and untaxed economic activities

**integrate**

combine and harmonise different functions and/or groups

**Integrated Development Plan (IDP)**

an overall municipal development plan required by the Municipal Systems Act, Act 32 of 2000, which guides decision making, budgeting and development

**integration**

bringing together of things such as economies, functions, cultures, or different groups or communities

**intermediate level planning**

planning at the level between that of the whole town or city and the local neighbourhood, i.e. the suburb or SCU

**L****land use management**

management of how land is used in an area

**land use management system (LUMS)**

a working document that governs development in an area

**land use management plan**

shows the location of various land uses

**landscaping**

shaping and design of a garden or open space

**legibility**

expression of identity and character in physical

**livelihood**

the means whereby people live or make a living

**Local Agenda 21**

the United Nations international local governments programme for environmental sustainability in the 21st century

**local economic development (LED)**

development of local production, service provision, trade and consumption

**local infiltration**

disposal of waste water into the surrounding soil

**M****maneuverability**

ability to move about easily

**mentor**

a person with experience who helps others to succeed

**mentoring**

guiding the development of another

**Metropolitan Open Space System (MOSS)**

links together important open spaces and emphasizes their importance in the urban framework for environmental, social, economic, recreational and aesthetic reasons

**mixed density**

area with different densities

**mixed use development**

mixes different functions such as business, residential and community facilities

**MK**

Mkhonto we Sizwe – Spear of the Nation – the armed wing of the ANC, 1961–1994

**mobilisation**

motivating people to participate

**mono functional**

single function

**monotony**

boring repetition

**multi-modal**

with many different types or methods

**mural**

painting on a wall

**N****naked streets**

streets without traffic signals, signs, sidewalks, markers, speed bumps, or even curbs. This makes motorists drive more slowly and be more cautious, thus reducing accidents.

**NGO**

non-governmental organisation

**NMBM**

Nelsson Mandela Bay Municipality

**non-renewable resources**

natural resources that cannot be replaced once used, e.g. oil, coal, natural gas, natural forests

**O****open space**

public or private land used for parks, gardens, playgrounds, recreation and sport

**optimise**

make as much as possible

**organic gardening**

uses only natural compost and substances to increase soil fertility and control pests, diseases and weeds

**P****participation**

active involvement in planning

**pedestrian movement**

walking

**peripheral**

on the outer edge

**plan initiative**

initial outline proposal

**planning preamble**

a comprehensive planning background description

**planning principles**

values that guide planning

**plaque**

metal name or information plates in public places

**poverty alleviation**

creates opportunities for people to earn money and take care of themselves

**precinct**

area within the boundaries of a building or complex of buildings

**principles**

values and ideas that guide action and behaviour

**prioritisation**

deciding which items or issues are more important than others

**programming**

preparatory planning

**public-private partnership**

formal cooperation between government and business

**R****radial**

going out from the centre

**recreation**

non-work activities that are healthy and regenerating

**replication**

repeating the same activity elsewhere

**residential density**

the number of living units per specific area of land

**S****scenarios**

different possible future situations or options

**sector plans**

plans for different functions, e.g. housing, transport, water services, economic development and the environment

**segregation**

separation of people, usually on a racial, ethnic or religious basis

**servitude**

right of access on property e.g. for a pipe line or an access road

**set-backs**

positioning of houses in relation to the street

**social integration**

integration of minority groups, ethnic minorities, refugees, underprivileged or disadvantaged groups into the mainstream of the society, enabling their access to opportunities, rights and services available to others

**social services**

services provided by government to ensure the welfare of those in need

**social sustainability**

the ability of a community to co-operate and develop

**solar power**

the heat of the sun used to heat water or generate electricity

**Spatial Development Framework**

an overall plan for the physical structuring and development of a municipal area

**spatial planning**

planning of physical space, layouts and land use in urban or town planning

**special needs group**

groups who are disadvantaged in one way or another

**spheres of life**

cultural, political, social, economic and private

**stakeholders**

all groups involved or with a direct interest in a project or organisation

**streetscape**

the design and appearance of a street

**surveillance**

watching/keeping watch over

**sustainable**

capable of being sustained; able to continue with minimal long-term harmful effect on the environment, e.g. sustainable agriculture

**Sustainable Community Units (SCUs)**

planning areas of a size defined by accessibility of services within a maximum walking distance of 2 km or 30 minutes. Intermediate level urban planning units.

**T****tenure**

legal right of use, e.g. ownership or renting

**thermal**

relating to heat

**topography**

the character of the land with its geographic features

**town planning scheme**

a legal document relating to property that defines land uses and processes for the change of land use. It is intended to co-ordinate the harmonious development of an area in a way that promotes health, safety, good order, amenities, convenience and general welfare, as well as efficiency and economy in the process of development.

**townscape**

urban environment as opposed to landscape

**U****ubuntu**

collective solidarity based on values of, respect, compassion and humanity

**urban agriculture**

home, community and institutional food gardens and small-scale animal husbandry in urban areas

**urban edge/urban fence**

defined boundary of urban development within a town or city

**urban living environment**

areas where people live in towns and cities

**urban renewal**

re-development and upgrading existing areas

**urban sprawl**

inefficient land use that extends the urban edge

**V****verge**

area between the road and the erf boundary/side-walk/pavement

**verification**

approval as valid

**W****walking bus**

a group of children who walk together to or from school as a unit, guided by a few adults

**water-wise gardening**

uses grey water or other recycled water and indigenous plants that need less water

**wind power**

electricity generated by wind-driven generators or turbines

**woonerf**

a street or area where pedestrians and cyclists have priority over motorised traffic. These shared streets are designed to limit traffic speeds.

**Z****zoning**

defines the purposes for which land may be used