COMMUNICATIONS & MARKETING STRATERGY FOR

THE URBAN RENEWAL PROGRAMME

THE URBAN RENEWAL
PROGRAMME

INTRODUCTION

The Urban Renewal Programme is a dynamic and multi-faceted project, which will bring about the social, economic, environmental and infrastructural upliftment of Khayelitsha and Mitchell's Plain – two areas of the Western Cape that make up almost a third of Cape Town's population of 3.2 million.

In order to achieve its objectives, URP relies heavily on support – from local businesses, the Public (All spheres of Government & State Owned Enterprises) and Private Sector, as well as the communities involved. It is therefore essential to implement a comprehensive Communications and Marketing Strategy that will add value to the URP by raising awareness of the programme, expanding its impact and sphere of influence, as well as increasing the amount of local and external partnership involvement in the programme.

The marketing of URP needs to be an integral part of its operational philosophy: to draw in new partners, retain the commitment of current partners and engage the community.

This document serves to give a broad overview of the URP and outline the Marketing and Communications Strategy, including the objectives, resources and Action Plan.

CONTENTS

THE URBAN RENEWAL
PROGRAMME

1

DEFINITIONS
AND ACRONYMS

1 DEFINITIONS AND ACRONYMS

CBO: Community Based Organisation

URP: Urban Renewal Programme

NPI: National Productivity Institute

SACN: South African Cities Network

DPLG: Department of Provincial and Local Government currently known as (COGTA): The Department of Cooperative Governance and Traditional Affairs

IDP: Integrated Development Plan

EMT: Executive Management Committee

MAYCO: Mayoral Committee

PHP: People Housing Processes

MTEF: Medium-Term Expenditure Framework

SOE's: State Owned Enterprises

EPWP: Expanded Public Works Programme

CoCT: City Of Cape Town

LOC: Local Organising Committee

MAYCO: Mayoral Committee

GCIS: Government Communication and Information System

2

THE URBAN RENEWAL
PROGRAMME BACKGROUND

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In his State of the Nation Address to the opening of Parliament on 9 February 2001, the former President of South Africa, Thabo Mbeki announced the establishment of a National Urban Renewal Programme (URP). Eight urban geographic spaces nationally were designated as Presidential URP nodes. Khayelitsha and Mitchell's Plain, both located within the administrative bounderies of the City of Cape Town, were designated as two such nodes in the Western Cape. The former President emphasised that, the URP which focusses on the areas of greatest deprivation and high levels of crime, should include investment in economic and social infrastructure, human resource development, enterprise development, the enhancement of the development capacity of local government, poverty alleviation and the strengthening of the criminal justice system.

The URP is an ambitious and a challenging programme. The programme is aimed at integrating programme and project planning, funding, implementation and management of the three spheres of government in order to respond more effectively to the development needs and challenges of the underdeveloped urban communities.

When the programme was launched by the former President Thabo Mbeki, he alluded to the underlying vision of the programme as follows:

> " *to attain socially cohesive, resilient and stable communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people who are equipped to contribute to growth and development" (Former President Thabo Mbeki during the State of the Nation address in February 2001).*

The overall objective of the URP as captured in the URP Business Plan is "to enable systematic and sustained interventions to alleviate poverty and significantly address under-development and socio-economic exclusion in Khayelitsha and Mitchell's Plain" (2003).

2.1 THE URP VISION

The following vision was agreed on by the local communities for Khayelitsha and Mitchell's Plain:

"With our skills we shall improve our lives and the lives of generations to come"

"Met ons vaardighede sal ons ons lewens en die lewens van opvolgende generasies verbeter"

"Ngezakhono Zethu Sinako Ukuphucula Ubomi Bethu Nesizukulwana esizayo''

2.2 OBJECTIVES OF THE URBAN RENEWAL PROGRAMME

Broadly speaking, the goals of the URP are:

- Promoting local economic development to relieve poverty and unemployment.
- Providing a safe and secure environment by fighting crime.
- Supporting education, training and skills development.
- Creating a quality urban environment where people can live with dignity and pride.
- Developing efficient, integrated and user-friendly transport systems.
- Implementing EPWP.
- Delivering well-managed safety nets.

The Urban Renewal Program (URP) involves delivering government services in order to meet societal needs more effectively through the upgrading of infrastructure. It must be geared:

- to mobilise people so that they can become active participants in the processes targeted at the upliftment of their own communities;
- to co-ordinate and focus the activities of the three spheres of government;
- to secure private sector co-operation and participation in the programme;
- to reprioritise and re-align the budgets and expenditure of the three spheres of government, in particular their expenditure in poverty relief, infrastructure development, maintenance and rehabilitation;
- to be consistent with the identified nodal points;
- to pilot approaches to ensure cluster and inter-cluster as well as cross-sphere approaches
- to planning, budgeting and implementation.

In light of the above broad objectives, it stands to reason that the projects that are identified for implementation under the auspices of the Urban Renewal Programme should seek to realise the above mentioned objectives.

2.3 GUIDELINES FOR THE SELECTION OF URBAN RENEWAL PROJECTS

The selection of URP projects is based on various criteria, with particular emphasis on the key areas listed below.

- Partnerships: The ideal situation is for projects to be funded on a partnership basis. Various possibilities can be explored on how these partnerships can function, typically municipal infrastructure projects such as the installation of bulk services.

- Community contributions: Community-based projects could also include a contribution by the community either as revenue (i.e. through savings) or sweat equity. This contribution must be properly measured and quantified.

- Multi-sectoral impact: Preference should be given to multi-sectoral projects, e.g. development of a cultural village which has infrastructure, housing, economic and social development aspects likely to be funded by different agencies and departments. These projects have the benefit of contributing to and improving different aspects of human life and of piloting approaches to inter-sectoral and inter-sphere planning, budgeting and implementation.

- Representation: The projects should seek to contribute to as wide a spectrum of the community as possible. In selecting anchor projects, consideration should be given to the range and mix of projects selected (type, location, duration, outcome/impact, etc). Projects should therefore indicate the percentage and scope and reflect on the number of vulnerable groups of the community that will benefit from the project.

- Sustainability: Projects must be sustainable. It must also achieve economic development and social and environmental issues. Sustainability (meeting our needs without compromising future generations' ability to meet their needs) through localised institutions will also enable sustainability of long-term projects.

- Innovation: In those projects that are not multi-sectoral, innovation and ingenuity (in design, implementation, financing, and management) must be demonstrated. Communities must be mobilised to become active participants in the development of their areas. Inter-governmental fiscal re-engineering should be borne in mind.

- Ease of implementation: Preference should also be given to those projects where concerns such as land release, legal matters and services (unless these are the object of the project) have been resolved.

2.4 CORPORATE IDP STRATEGIC FOCUS AREAS

The Urban Renewal Programme strategic objectives are aligned with the City's Corporate (IDP) strategic focus areas listed below:

IDP Strategic Focus Areas	URP Strategic Objectives
Shared Economic Growth and Development	Promoting Local Economic Development to relieve poverty and unemployment
Sustainable Urban Infrastructure and Services	Creating a quality urban environment where people can live with dignity and pride
Public Transport Systems	Developing efficient, integrated and user friendly transport systems
Integrated Human Settlements	Provision of affordable housing opportunities and upgrading of informal settlements
Safety and Security	Providing a safe and secure environment through effective policing and social crime prevention programmes
Health, Social and Human Capital Development	Delivering well managed safety nets (social cohesion)
Good Governance and Regulatory ReformEnergy efficiency for a sustainable future	Effective Governance and community engagement (Quick response to service delivery queries, good and effective governance machinery)

2.5 URP ACHIEVEMENTS

The URP has many accomplishments since its inception in 2003. We can mention the following key strategic initiatives which lead the foundation for the smooth implementation of the URP, namely:

- URP Integrated Spatial Development Framework
- Environmental Management Framework
- Investment Atlas
- Socio-Economic Profile of Khayelitsha and Mitchell's Plain
- URP Information and Knowledge Management Framework
- Establishment of URP Website
- URP Business Plan (2009)
- URP Communication and Marketing Strategy (2009)
- Completed Community Resource Directory URP (2009)
- URP was awarded a Finalist Certificate by the NPI for Service Excellence (2007)

THE URBAN RENEWAL
PROGRAMME

2.6 INSTITUTIONAL FRAMEWORK

Below is a snapshot view of the major stakeholders and decision-makers involved with implementation of the Urban Renewal Programme.

National, Provincial & Local Political Champions	Executive Mayor Mayoral Committee
Multi Stakeholder Steering Committee	Service Delivery Integration
	URP Department — Line Departments
Mitchell's Plain Project Steering Committee / Subcouncil	Khayelitsha Project Steering Committee / Subcouncil
Mitchellís Plain Stakeholders	Khayelitsha Stakeholders
	Beneficiary Communities

2.7 ASSUMPTIONS AND RISKS

	RISKS	ACTION	RESPONSIBLE
1	Fixed Programme Period (10 years)	Manage community expectations	All spheres of government
2	Political and administrative leadership commitment	To seek active participation and commitment of political and administrative leadership	Presidency, Premier, Executive Mayor, Mayco, (Mayoral Commitee) Councillors and EMT
3	Change of priority needs within communities	Manage community expectation through consultation and awareness	Councillors and officials (URP)
4	Lack of dedicated funding for the programme	To ensure the mobilisation of adequate resources (financial and non- financial)	All spheres of government (URP coordinating)
5	High (short and medium term) expectations from communities and other stakeholders	Manage community and stakeholders expectations	All spheres of government
6	URP is seen as the sole responsibility of the local sphere	Ongoing communication on the role of URP	URP department and councillors
7	The City has not geared up itself with respect to the potentials of the programme	Fast-tracking service delivery	All spheres of government, state owned enterprises
8	High concentration of poverty and other socio-economic pathologies	Active and sustained involvement of senior officials in the programme.	Political and administrative leadership (Mayco/EMT)

THE URBAN RENEWAL
PROGRAMME

2.8 CHALLENGES

- Land for housing
- Illegal land invasions
- Mainstreaming URP into the core functions of the City Of Cape Town
- Aligning and integrating local strategic initiatives with national and provincial strategic priorities
- High HIV and TB infection rates, especially in Khayelitsha
- High rate of crime and socio-economic ills within the communities
- Misunderstandings exist about the role and mandate of the URP both, i.e. within the CoCT internally and externally

2.9 STRATEGIC PRIORITY PLANS (2009- 2011)

The development of a Nodal Economic Development Strategy
- Review and Implement an Integrated Safety Plan
- Formalisation of the URP MAYCO Sub-Committee
- Implement a Monitoring and Evaluation System
- Implement a functional and innovative Information and Knowledge Management system
- Increase Private Sector Investment and Job Creation in the nodes
- Consolidation of Inter-sphere and Inter-sectoral Technical Teams
- Facilitate the fast-tracking of the implementation of current and new anchor projects

3 PROFILE OF KHAYELITSHA

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3.1 HISTORICAL BACKGROUND

The township of Khayelitsha was established in the early eighties by the then apartheid government in order to accommodate all the African people who lived in and around the Cape Metropolitan Area.

The predominant planning objectives applied in the development of Khayelitsha were containment and isolation. Because the township is a product of an ideological initiative and not a developmental agenda, Khayelitsha is not only located far from the centres of economic opportunity (around 27 kilometers from Cape Town), it is also located on land that is costly to develop and inhabit, with a high water table and an extremely sandy terrain.

As a result, Khayelitsha forms part of the City of Cape Town's Metro South East Region, commonly known as Cape Town's 'poverty trap'. The community of Khayelitsha is not homogenous, but the majority of inhabitants are classified as being poor. And despite massive investments over the past five years, the community of Khayelitsha is still living under appalling conditions and is engulfed by numerous social ills.

3.2 SOCIO-ECONOMIC PROFILE OF KHAYELITSHA

A Socio-economic Profile of Khayelitsha was undertaken by the University of Stellenbosch in 2006 and contains many learnings which help to further identify the needs of this community.

3.2.1 Population:

After the demise of apartheid government, the influx of people into Khayelitsha accelerated. For the period 2000 to 2005 migration flows show a change from migration mainly from the Eastern Cape, to in-migration from other areas of the City of Cape Town, the surrounding small towns and even from beyond the borders of South Africa. Today Khayelitsha is the fastest growing residential area in the Cape Metropolitan Area.

Originally planned for a population of 250 000 residents, it is presently home to approximately 650 000 people.

Khayelitsha is a Xhosa name meaning 'new home'.

3.2.2 Age Group:

A staggering 65% of the population is younger than 30 years, with only 35% of the population older than 30 years.

3.2.3 Gender:

The Khayelitsha population consist of 56% females and 44% males.

3.2.4 Language:

95% of the population speaks isiXhosa as their first language and English as their second language.

3.2.5 Education:

20% of the population have completed Grade 12 and 19% have completed grade 1-7. Of those who are of school going age (9-18 years), 91% are attending an educational institution.

Figure 1: Highest educational level of adults (aged 20+) by Gender (QSJ Consultants, 2006)

No. of adults aged 20+ = 195009

	No schooling	Some Primary (Grade 1-6)	Complete Primary (Grade 7)	Some Secondary (Grade 8-11)	Grade 12 / Matric	Post Matric (Diploma / Degree with Grade)
% Male	7.3	20.8	9.1	40.6	16.5	3.6
%Female	6.7	12.9	8.1	46.1	21.3	4.9
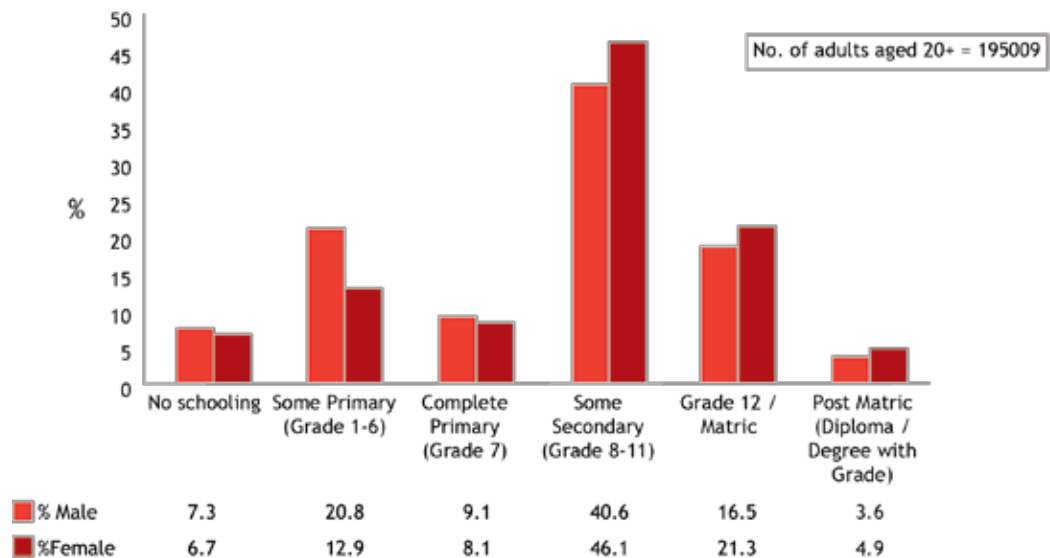
3.2.6 Employment:

Approximately 52% of the population were economically active (all persons available for work whether they are employed or unemployed). Of the economically active population 25% were employed and 28% were unemployed and looking for work. Eighteen percent of those who were unemployed were not looking for work. Of those employed the majority (40%) work for a wage or salary in the private sector, with another 31% employed by a private person. For those who indicated that they were self-employed, the majority indicated that they were in the selling business, i.e. food, catering, sewing and building.

Figure 2: Distribution of workers by economic sector * excluding those who did not indicate their sector of employment (QSJ Consultants, 2006)

No. of Workers = 71978

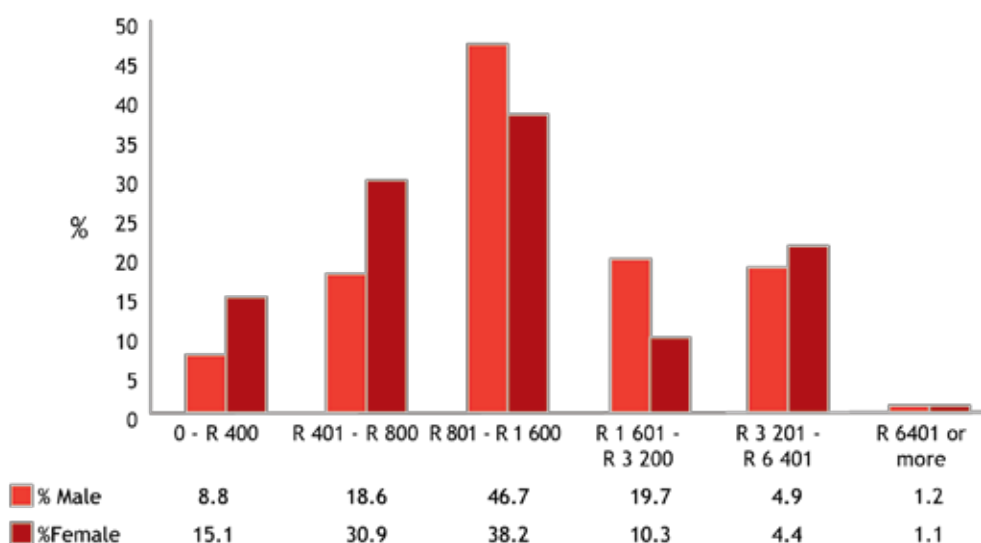Transport / Communication 6.0%

Financial & Business 10.1%

Construction 13.5%

Trade 20.8%

Private Households 20.2 %

Other 2.9%

Community, Social & Personal 15.8%

Manufacturing 10.9%
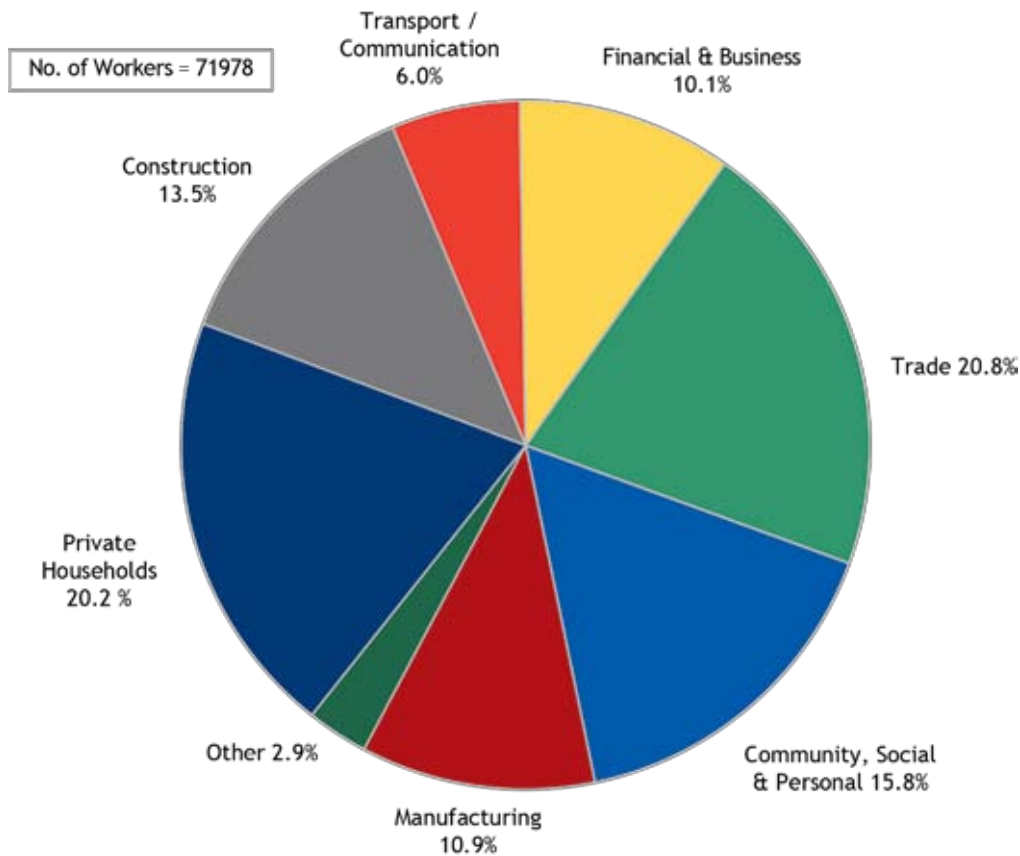
The high unemployment rate in Khayelitsha is not so much a lack of educational training, but rather a lack of employment opportunities for the economically active group. We can draw this conclusion because there is only a 1% difference in the people who are employed and the highest educational level completed compared with those who are unemployed.

Figure 4: Distribution of Personal Income of those employed by Gender (QSJ Consultants, 2006)

	0 - R 400	R 401 - R 800	R 801 - R 1 600	R 1 601 - R 3 200	R 3 201 - R 6 401	R 6401 or more
% Male	8.8	18.6	46.7	19.7	4.9	1.2
%Female	15.1	30.9	38.2	10.3	4.4	1.1

3.2.7 Income:

The mean household income in Khayelitsha is R1 606 for a household of 4 people. The majority of people live rent free and 43% indicated that they own their houses with no more payments due. The greater part of house-hold income is spent on food (23, 43%), clothing (9, 78%) and paying accounts (7, 94%). Nineteen percent (19%) depend on grants – both old age pension and child support grants.

3.2.8 Living Conditions:

The three most pressing challenges in Khayelitsha are crime (include theft and different forms of violent crimes), unemployment and the lack, and low quality, of housing. The need was also expressed for projects related to creating of employment together with skills training. Housing projects, projects focusing on improved policing and projects focusing on the youth and youth development were other initiatives indicated by respondents as needs within the Khayelitsha community.

When looking at the living conditions of Khayelitsha residents, nearly half of households reported that drugs and alcohol affected them only on week-ends, while 34% say that they experience problems on a daily basis. The kinds of problems that the households in Khayelitsha experience when peo-ple are under the influence of alcohol are in 39.3% of the cases a combina-tion of noise and violence. People who cause noise are the second biggest problem (27%), followed by violent behaviour and crime.

Safety:

- 50% percent of the residents in Khayelitsha feel that it is not safe to move around in their area during the day;
- 94% feel it is not safe to move around at night.

Food Security> Children:

- 17 % of the households have a child that gets hungry at least once each month.

Food Security> Adults:

- 22% of the H\Hs have an adult that gets hungry at least once a month.

3.3 CRITICAL PRIORITIES FOR KHAYELITSHA

Housing and health, safety and security as well as job creation are priority issues for Khayelitsha. The area is predominantly informal (62%), characterised by over-crowding, lack of tenure and dysfunctionality.

3.3.1 Infrastructural Development:

Issues addressing the present housing backlog need to include the identification of suitable land that has no legal complications and is government owned. Infrastructural development priorities include:

- Informal settlement upgrading
- In situ housing development
- Housing densification
- Support of People Housing Processes (PHP)

3.3.2 Improvements in Transport Linkages:

Safety, accessibility and affordability are important within these communities as they rely heavily on public transport. Infrastructural development proposals should focus on improving accessibility and strengthening integration with the rest of the city, including

- The extension of Lansdowne Road corridor into Khayelitsha;
- The Klipfontein Rapid Bus Trandportproject that need to link both CBD's;
- A direct link with Bellville and Helderberg Basin areas;
- Development of Spine Road as an activity spine;
- Strengthening of linkages with the coastline and between the core botanical sites of Swartklip, Wolfgat, Macassar and Driftsands;
- New link roads through Swartklip and the development of Swartklip property for housing, industrial, retail and open space developments located between the two nodes.

4 PROFILE OF MITCHELL'S PLAIN

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4.1 HISTORICAL BACKGROUND

Mitchell's Plain was planned and built as a completely new town in the 1970's to alleviate housing shortages in the coloured communities of Cape Town, at a time when communities were being relocated in terms of apartheid legislation. It was planned as a self-sufficient segregated dormitory town 25 km from the city/CBD, and was also purposefully isolated from its neighbouring community of Khayelitsha with man-made barriers.

Mitchell's Plain is bounded by the Phillipi Horticultural area to the west, the False Bay Coastline to the south, Khayelitsha to the east separated by a buffer area along the alignment of Swartklip Road and the R300 and Phillipi to the North. There is a rail corridor running north south with Lentegeur, Mitchells Plain and Kapteinsklip Stations.

A business centre has been designated at the heart of Mitchell's Plain, along major transport routes. Today it is a thriving economic centre with significant informal trading sector. A significant proportion of the economically active portion of the population uses public transport (bus, train and taxi). Mitchell's Plain's station is the second busiest station in the Cape Metropolitan Area, a factor which presents both public and private sector investment opportunities. Mitchell's Plain is predominantly developed with formal housing with a small informal component. The area is also characterised by over-crowding but it is not visible like Khayelitsha as it is mainly in the form of back-yard and human densification in formal houses.

4.1.2 Characteristics of Mitchell's Plain

Mitchell's Plain is characterised by the following;
- A dormitory residential area isolated from the economic opportunities of the City,

- A population predominantly reliant on public transport, however served with an excess of high order freeway type roads which are unsafe, (5th highest cause of death is motor vehicle accidents),

- A design layout which has resulted in a lack of surveillance from residences over open space, resulting in a community safety problem,

- A strong emphasis on private motor vehicle with huge road reserves and high order roads separating the neighbourhoods.

4.2 SOCIO-ECONOMIC PROFILE OF MITCHELL'S PLAIN

4.2.1 Population:

The town was planned to accommodate approximately 250 000 people and it is currently home to more than 500 000 people. The minority of the Mitchell's Plain respondents were born in the area, with 40% indicating that they moved to the area before 1990. There is little indication that migration takes place from outside of the Western Cape.

4.2.2 Age Group:

The Mitchell's Plain community can be described as a young population, with nearly half (48%) of its respondents younger than 25 years. The largest group are those between 20 and 24 years with only 4% of the population being 65 years or older.

4.2.3 Gender:

The Mitchell's Plain population consists of 52% female and 48% male.
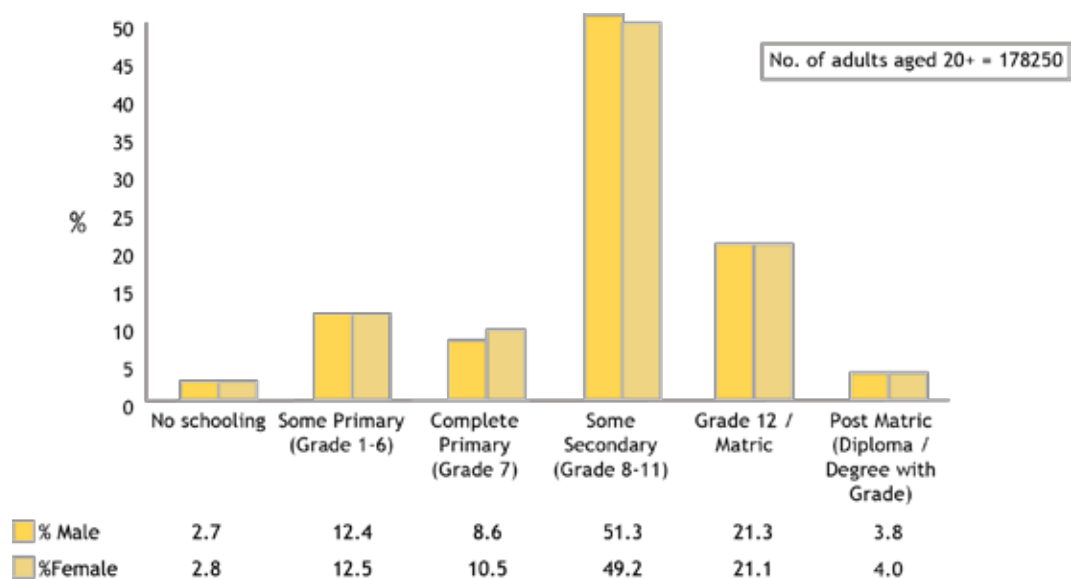
4.2.4 Language:

The greater majority of the population is speaking Afrikaans (57%).

4.2.5 Education:

Twenty four percent of the population indicated that they have completed grade 12, with 18% having completed grade 1-7. Most (92%) of the people between 16 and 19 were enrolled in school.

Figure3: Highest educational level of adults (aged 20+) by Gender (QSJ Consultants, 2006)

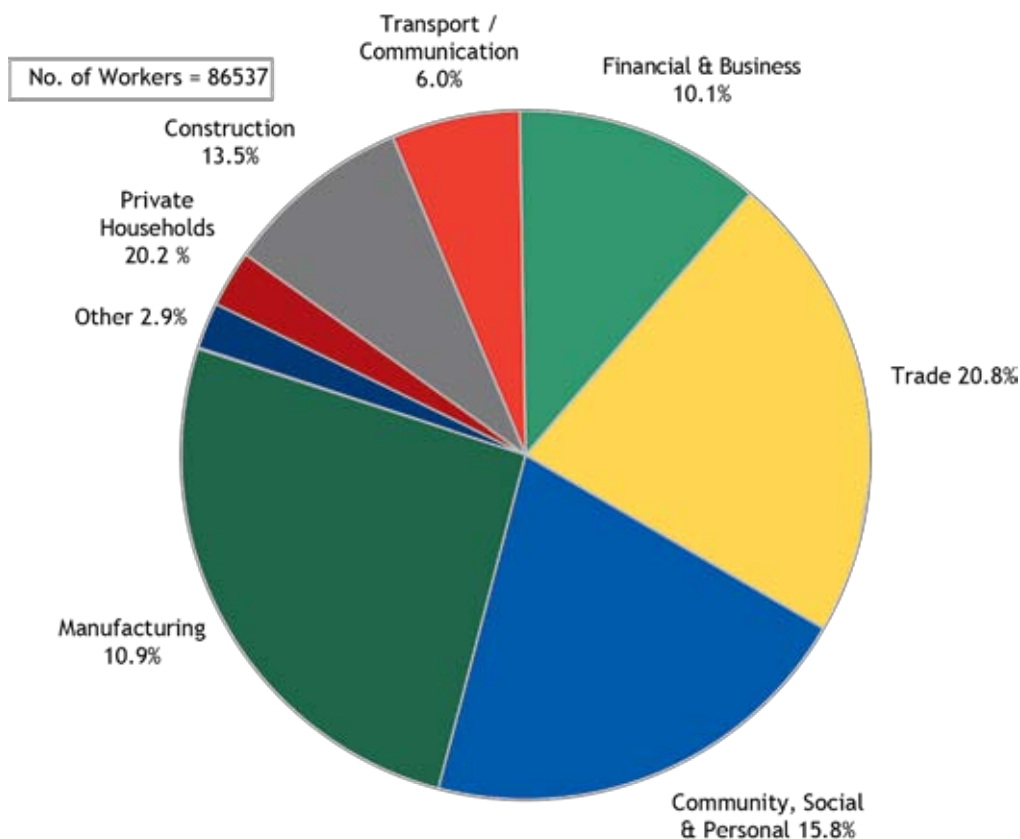|	No schooling	Some Primary (Grade 1-6)	Complete Primary (Grade 7)	Some Secondary (Grade 8-11)	Grade 12 / Matric	Post Matric (Diploma / Degree with Grade)
% Male	2.7	12.4	8.6	51.3	21.3	3.8
%Female	2.8	12.5	10.5	49.2	21.1	4.0

No. of adults aged 20+ = 178250

4.2.6 Employment:

Nearly 49% of the Mitchell's Plain population can be defined as economically active. Of this group, 36% were employed at the time of the survey and 13% unemployed and looking for work. Of those not looking for work the majority (30.8%) indicated they were either scholars or students, with the second biggest group (25.7%) indicating to be home-makers. Of those employed, most (55%) work for a wage or salary in the private sector, with another 15% employed by a private person. For those who indicated they were self-employed, the majority indicated being in the service business, most of whom deliver specialised services such as motor mechanics, carpenters and engineers.
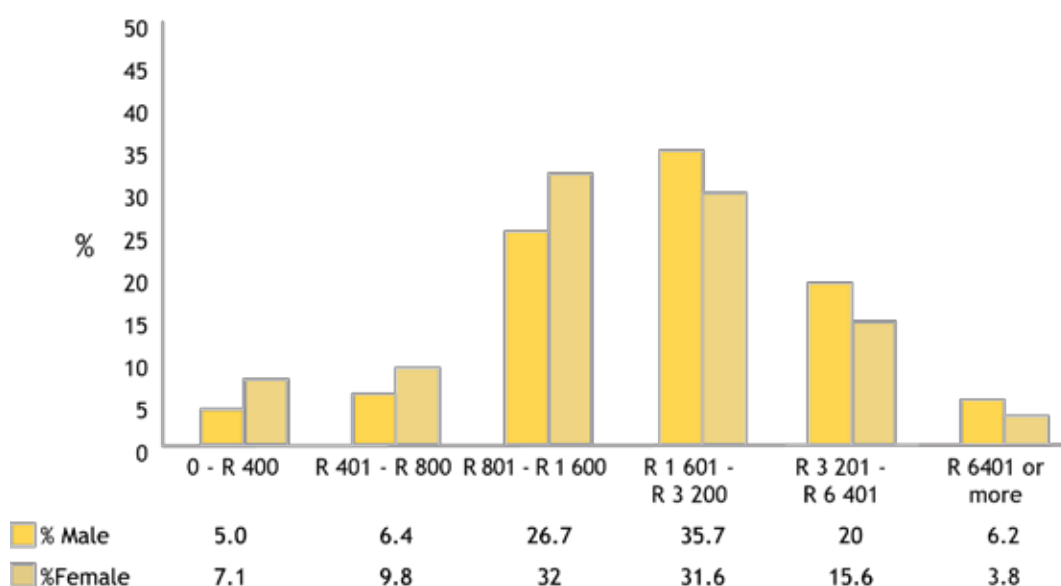
4.2.7 Income:

The mean household income in Mitchell's Plain is R3 451 for an average household size of five persons per household. The majority (48%) of household heads indicated that they own their dwelling, although it is not yet paid off. Another 40% indicated that they own their dwelling and that it is fully paid off. The greater part of household income is allocated to buying food (24, 62%), paying accounts (8, 50%) and buying clothing (7, 35%).

Figure 4: Distribution of workers by economic sector * excluding those who did not indicate their sector of employment (QSJ Consultants, 2006)

Pie chart: No. of Workers = 86537

- Transport / Communication 6.0%
- Financial & Business 10.1%
- Construction 13.5%
- Private Households 20.2 %
- Other 2.9%
- Trade 20.8%
- Manufacturing 10.9%
- Community, Social & Personal 15.8%

When comparing employment status with highest educational level completed, a higher educational level for employed compared to those unemployed were found. Thirty one percent of employed individuals indicated that they have completed Grade 12 compared to 22% of those unemployed. Further 70% of those unemployed did not complete their schooling compared to only 52% of those employed. It is thus suggested that for the Mitchell's Plain area unemployment figures is a factor of low educational levels completed.

Figure 5: Distribution of Personal Income of those employed by Gender (QSJ Consultants, 2006)

	0 - R 400	R 401 - R 800	R 801 - R 1 600	R 1 601 - R 3 200	R 3 201 - R 6 401	R 6401 or more
% Male	5.0	6.4	26.7	35.7	20	6.2
%Female	7.1	9.8	32	31.6	15.6	3.8

4.2.8 Living conditions:

The three most pressing challenges identified by respondents included drugs (including Tik), unemployment and crime. Respondents indicated that job creation and skills training, sport and recreation as well as improved policing were needs that have to be addressed.

Eighty percent of Mitchell's Plain respondents indicated that they feel safe to move around during the day, while only 48% say they feel safe to move around at night. Forty nine percent of people indicated that safety has improved (2005), 38% said it did not and 13% were unsure. Only 4% of respondents have been a victim of crime in the preceding 12 months of the study (2005).

In 94% of the households in Mitchell's Plain a child has never gone hungry, in 2% a child goes hungry once a month, in another 2% a child goes hungry two to four times a month, and the other 1% households have children that go hungry more regularly.

The situation looks worse for the adults, with 92% of the households having adults who never go hungry, 3% have adults who go hungry once a month, 3% two to four times a month, and the other 1% going hungry on a more regular basis.

5 URP MARKETING STRATEGIC BACKGROUND

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The URP has enjoyed a number of successful projects in its seven year existence. However, it has recently become evident that there is a need to re-evaluate the communications and marketing strategy and thereby propose new tactics to position the Urban Renewal Programme.

5.1 BRANDING

This is the application of marketing techniques to a specific product, product line, or brand. It seeks to increase the product's perceived value to the customer and thereby increase brand equity. Marketers see a brand as an implied promise. And so, the branding of the URP is more than just a logo for letterheads banners and project billboards. It should also express the vision, philosophy and values of the project.

As such it should communicate clearly and in a memorable way what the programme stands for.

5.1.2 Urban Renewal Programme Logo

Together, Building A Stronger Nation

This logo was developed to create an identity for URP one which would encompass the URP values and objectives and be easily recognised by the general public as well as stakeholders.

The following intrinsic values of the logo will fulfil the purposes above:

Flower like shape:
This represents regeneration and growth

Human Form:
This is symbolic of many people of diverse cultures and backgrounds working together

Colours:
The colours used are representative of the South African flag, which in turn signifies a diverse nation

Table Mountain:
This shape is instantly recognisable as Table Mountain and is unique to Cape Town

The sun rising:
The depiction of the sun rising in the logo alludes to strength, hope and optimism

5.2 OBJECTIVES OF MARKETING:

5.2.1 Partnership Building

The challenges, opportunities and success of the programme should be communicated well so that its many potential societal partners (spheres of government, business and investors, the communities themselves, the City as a whole and even the global development fraternity) commit their support and their resources.

5.2.2. Knowledge Sharing

As the URP is a groundbreaking initiative, it is important that its learnings be shared both within the communities of Mitchell's Plain and Khayelitsha and in relation to other communities faced with developmental challenges. It s also important that government officials, NGO s including national & international development agencies are aware of the programmes learnings and objectives, so that they may gain insight and make contributions.

5.2.3 City Pride and Ownership

Cape Town has two URP nodes; these two nodes make up almost a third of Cape Town's population. It is therefore extremely important that Capetonians in particular feel a sense of pride and ownership of the programme. It is even more imperative within the communities themselves, not least of all because community pride is in itself an essential aspect of the development process. When people see change for the better, they are inspired to do more. As negative perceptions are reversed, there is also a better prospect for investment by businesses and economic growth.

5.3 MARKETING RESOURCES

Responsibility for marketing the URP needs to be shared between all stake-holders and participants. However, it is important that a single person, and or agency be appointed with the responsibility for the key aspects of the marketing programme. An important aspect will be collecting and disseminating the information and stories that will stimulate interest to the broader community and ensuring awareness to the target audience.

An annual budget needs to be allocated and individual programmes and projects should also budget for their marketing, It is recommended that all projects should have a marketing budget allocation as to implement marketing tactics on the progress of the project. A key aspect of the marketing resources will be marketing collateral. This would include and not be limited to posters, banners pamphlets and website material etc. Each project should be evaluated by the dedicated marketing personnel in conjunction with an agency or consultant to ensure effective and efficient marketing. Funds need to be set aside for this purpose & most importantly utilized to promote the programme.

This marketing and communications document together with the annual report should be seen as key pieces of marketing collateral, since it sets out what the programme aims to achieve and should give all stakeholders an idea of how they can make a contribution.

5.4 PERFORMANCE MONITORING

In order to market the programme, it will be essential to have credible and useable information about what has been achieved. It is important that measurables be put in place regarding inputs (resources put in and activities undertaken) outputs (successful completed projects) and outcomes (changes to levels of employment, crime and health).

Each marketing initiative should be followed with a written report expanding on the projects and the market response, as well as a recommendation for the communication methods and channels best suited to each market. It is also important to note at this stage that the target audience varies from stakeholders to external corporate partners, the Khayelitsha community and the Mitchell's Plain community.

For the Programme to retain credibility and be useful to other stakeholders it will be important to identify successes and failures. This will also create an atmosphere of learning and pro-activeness.

An annual marketing audit should be produced, so that the Multi Stakeholder Committee is aware of what has been achieved, and so that new resources can be mobilized and new objectives set.

5.5 MARKETING CHANNELS

The URP, as a subject of public interest, can command a vast amount of media attention at little or no cost. It is therefore important to seek range of cost effective marketing channels.

A few examples include:

- National radio and television: news broadcasts and documentaries
- Local radio: Khayelitsha, for example, has its own radio station which could include daily URP slots
- Development journals: published research articles to attract local and foreign papers in the development field
- A comprehensive website providing links to the various partners
- Special events and competitions
- Project billboards
- A special URP newsletter
- Public meetings

5.6 GAPS IN THE CURRENT MARKETING STRATEGY

The following gaps have been identified and should be addressed:

- Inadequate engagement with beneficiary communities;
- Lack of awareness to the different sectors about URP;
- Lack of promotion on local and regional investments through events aimed at disseminating information to the captains of industries;
- Lack of publicity for local awards on social and human capital investments;
- Lack of constant updates with existing marketing material such as the flyers, pamphlets etc.;
- Absence of promotional clothing such as t-shirts, caps, pens, calendars;
- Inadequate website updates;
- Lack of raising awareness on programmes and project implementation;
- Absence of activation events and visibility In the relevant communities;
- Lack of internal communications personnel to activate communications projects.

5.7 MARKETING TARGET GROUP AND OUTCOMES

For each strategic step of interaction with the target markets, there needs to be planned initiatives that are linked to outcomes such as mapping the growth of the target markets brand experience from simple brand awareness to brand loyalty.

The table below illustrates the main target groups for marketing the URP, the outcomes to be achieved and the channels that could be used:

TARGET GROUPS (WHO)	MARKETING OUTCOMES TO BE ACHIEVED	MARKETING CHANNELS TO BE USED (HOW)	FREQUENCY
KHAYELITSHA AND MITCHELL'S PLAIN COMMUNITY INCLUDING COUNCILLORS	• Be involved in, understand and support URP projects • Development of local skills and knowledge • Identification of project opportunities • Sustainability and ownership of projects • Project managers taking ownership of ALL assigned projects • Community maintenance of completed projects • Development of local skills and knowledge • Identification of project opportunities • Sustainability and ownership of projects • Overall understanding and support for URP programmes • Community involvement and ownership • Feedback on community needs • Community awareness of opportunities and how to access them	• Local project facilitators from internal and external sources • Project specific skills development programmes • Accessible local facilities • Capacity building programmes • Radio • Community newspapers • Special newsletters • Special events and competitions • Branded project billboards • Capacity building programmes • Branded project billboards	Over 6 months
LOCAL BUSINESSES	• Awareness of local and export opportunities and partnerships • Capture and create tourism and ecotourism • Build a positive business climate • Business retention and expansion	• Sector programmes • Capacity building programmes • Radio • Community newspapers • Special newsletters • Special events and competitions • Branded project billboards • Accessible local facilities	Over 6 months

TARGET GROUPS (WHO)	MARKETING OUTCOMES TO BE ACHIEVED	MARKETING CHANNELS TO BE USED (HOW)	FREQUENCY
PRIVATE SECTOR	• Banks, insurances, retail chains to be accessible to local communities • Establishment of new administrative processing centres, call centres for large companies, factories, plants,etc. • Joint ventures with local entrepreneurs and companies to build local business capacity • Take-up of available commercial land • Sponsorship of URP projects • Employee support and development programme	• Presentations • Regular press releases + advertorials	Over 6 months
CITY OF CAPE TOWN	• Understanding and awareness of the URP • Building a poverty reduction culture • Voluntarism on a broad scale • Financial support for URP projects/programmes • Encouraging other communities to take action for their own development • Sharing of new learning and approaches of URP	• Regular press releases + advertorials • Well televised / published in depth and investigatory programmes and special events • URP roadshow, visiting key stakeholder groupings	Over 6 months
COUNCIL OFFICIALS AND DEPARTMENTS	• Understanding and awareness of the URP • Identification of projects • Council departments to develop new skills and approaches through the integration of URP (integration of URP into departmental activities & budgets	• URP newsletter on City web • Using IDP process to realise integration • URP roadshow and workshops • Celebrating staff achievements in the URP	Ongoing Quarterly

TARGET GROUPS (WHO)	MARKETING OUTCOMES TO BE ACHIEVED	MARKETING CHANNELS TO BE USED (HOW)	FREQUENCY
NATIONAL, PROVINCIAL DEPARTMENTS AND STATE OWNED PARASTATALS	• Coordination and integration of URP into National, Provincial and parastatal budgets and activities	• Website • Roadshow • Intergovernmental focus/issue workshops • National mass media coverage	Ongoing
FOREIGN AND LOCAL DONOR ORGANISATIONS	• Networking • Development of new partnerships • Programme funding and resourcing	• Website • Direct marketing and presentations • Publish research articles in academic media • Developing a research and networking laboratory for the URP	Ongoing
UNIVERSITIES, NGO's and CBO's ACTIVE OR POTENTIALLY ACTIVE IN THE AREA	• Running of educational internships and practical training in URP areas • Networking • Developing linkages with donors • Encouraging involvement in URP programmes • Academic inputs and learnings	• Website • Direct marketing and websites • Learnerships • Publish research articles	Ongoing
SPORTING AND CULTURAL FRATERNITY	• Building local pride and integration • Securing assistance and voluntarism in developing local sports and culture • Securing of benefits from major national and city events • Linking tourism to arts, culture and sport	• Website • Local sports and culture events • Marketing of local facilities • Pro-active development of local parallel activities around external events • Special programmes	Ongoing

THE URBAN RENEWAL PROGRAMME

6
MARKETING AND
COMMUNICATION STRATEGY

6 MARKETING AND COMMUNICATIONS STRATEGY

The proposed marketing strategy seeks to communicate and entrench URP's positioning and brand values.

The proposed strategic objectives are to:

- Engage the target market through awareness
- Educate the target market, including all stakeholder as to the objectives of the URP, as well as outcomes of initiatives
- Motivate participation, investment and support from all parties concerned
- Manage the communication process and outcomes
- Reward all participants – the upliftment of the community – as seen in tangible results, will be an enormous reward for investors and inhabitants alike.

6.1 MARKET-SPECIFIC INITIATIVES

6.1.2 Community

URP should engage with the communities of each of the areas at a grass roots level, motivate and incentivise with the promise of life betterment; the principle of what's-in-it-for-me (WIFM) is very real. This market can be encouraged to not only pay attention, but to participate when the possibility of reward is offered.

Competition based campaigns through integrated media
Utilising above-the-line media such as billboards, print advertising linked to a SMS short code for competition entry will not only collect a database of residents that can form the basis of an information network, but will also build the brand, and through clever messaging, educate the market. The funds raised from the SMS revenue can then be used as an alternative financial resource.

Community networking structures
Utilise stokvels and street committees by channelling communication through their systems and hierarchy. Respect and honesty must dictate the rules of this engagement.

Face-to-face communication and word-of-mouth communication
Creating brand ambassadors across all sections of the township – people and groups entrusted with correct information and its dissemination - can be a very powerful tool.

Sponsorship of – and participation in – local events
This initiative could be utilised in the search for empowerment partners and the Khayelitsha awards.

Mobile communication
It would be wise to embrace the growing mobile phone market – the way of the future – through mobile marketing campaigns. The website should also be made available in WAP format.

Know the market
Identify when the market is open to new information, with the mind space to acquire, understand and respond to the messages.
Some practical ideas include:

Taxi branding
•   Transit TV/videos for use in Doctor's rooms
•   Blitz teams at stations and taxi ranks
•   Activation campaigns in retail environments, schools, community halls, etc…

Through these suggested initiatives, the URP will engage, educate, motivate, manage, and reward its target market.

6.1.3 The stakeholders

Insights
URP is confronted with the challenge of decision-making levels and project delivery in relation to the aspects of marketing its brand. URP's modus operandi is such that various primary stakeholders have to be consulted in order to ensure the acceptance of every decision that is made. This approach carries the risk of information getting lost in the process of consultation, and such a process often takes longer than is the case for differently structured entities. Decision-making, project time-frames takes slightly longer in such an institution and this has a negative impact as far as a broader knowledge of the marketing objectives of such an entity is concerned.

Market-specific initiatives
•   Internet networking site
    A secured electronic space giving the URP and partners access to varied levels of secure environments that store information, provide access to key documents and templates, publish newsletters, provide messaging services and have interactive platforms that allow for online conferencing and networking. The advantage of convenient availability and accurate record keeping make it an effectual communication tool that also saves time.

•   Teleconferencing
    This approach will assist with expedited decision-making processes that will involve the various stakeholders who are the key role players and will allow for vibrant interaction and feedback before decisions are made.

- Testimonial campaign
  Invite the business owners, different role models from the community and such members who have partnered and benefited from their involvement with the URP to share their success stories; profile them in the local media (newspapers and radio). These profiles, while honest in dealing with the challenges as well as opportunities, must be inspiring and achievable. These campaigns will also help to boost the businesses of those being profiled; telling the greater Khayelitsha & Mitchell's Plain community who and what exists within their business district. The testimonial campaign will culminate in a big event that will be sold to the corporate community and will be highly profiled in the regional newspapers where awards of the best people per category will be distributed. Such categories will be pre-determined and campaigns will run throughout the financial year. This will be one way of packing URP programmes with the intention of attracting investors, as they will learn more about URP during the award ceremony.

- Endorsement campaign
  Invite the sons and daughters of Khayelitsha & Mitchell's Plain who have made a success of their lives in whatever field – entertainment, the arts, sport, politics, business, etc – to endorse the area and the objectives of the URP programme. Set them up as icons of success; these individuals will add value in the area and attract local and possibly even international investors, depending on the profile of the individual.

- Public Relations
  Strong editorial material submitted to mainstream media throughout South Africa, with highly profiled representatives of the URP available for comment. Targeted publication with varied information will be compiled in order to develop a URP magazine that can be distributed to strategic organisations as the reception area magazine that will encourage prospective donors / sponsors to support the URP and increase its publicity.

6.1.4 Potential and existing local and international investors

URP has an opportunity to position itself through branding in order to attract investors when the city are involved in or hosting national an international events.

The world will be exposed to Khayelitsha and Mitchell's Plain when the URP invest time and effort together with its partners', strategies that will compel tourists to visit the areas to showcase all the "delivered projects" and as a destination where they will be able to spend their money.
Through the filming industry, including animation, exposure will be offered to the area.

The sport and Arts and Culture sector is also an important area that should be invested in for the area.

6.1.4.1 Market-specific initiatives – international investors

Exposure at international exhibitions and conferences that are linked to Khayelitsha & Mitchell's Plain's growth potential. For example: international tourism exhibitions, telecoms exhibitions and property exhibitions.

For use at these exhibitions and as a general marketing strategy, the creation of an informative and emotional video interviewing residents and business owners as well as key stakeholders of the URP will be an effective and versatile marketing tool.

Advertisements in relevant media, which engages with the business travellers to and from Cape Town such as airport advertising, print advertising in flight magazines, information leaflets at airport terminals etc. will also be very effective. All this with a strong push to upgrade and improve the interactivity of the URP website.

6.1.4.2 Market-specific initiatives –local investors

The URP must profile Khayelitsha & Mitchell's Plain to specific local businesses and industries for investment or sponsorship through trade exhibitions, advertising and direct marketing.

Trade exhibitions such as Hostex, the Tourism Indaba, career shows and property shows are only some of the exhibitions that could offer opportunities to profile the URP.

Advertising and PR in the correct profile local print media such as: African Leader, Black Business Quarterly, CEO, Leadership, Blue Chip, Financial Mail, Succeed (with a strong franchise readership), Wits Business Journal, LLG and newspapers such as Business Report, Business Day, Sunday Times etc.

TV and radio talk shows are an effective channel for the education of the local business market through GCIS. A strong PR campaign that is strategically aligned to both proactively lead and react effectively and intelligently to trends in current affairs and news must be formulated.

For both the local and international market, the current website needs to be upgraded and search engine optimised. It needs to act as a portal for all information about Khayelitsha & Mitchells Plain's events schedules to be held there. There needs to be regular updates and interactivity allowing potential users to request further information and once engaged with the URP, they could possibly be given access to a remote project management system showing the progression of projects.

7
IMMEDIATE RECOMMENDATIONS

8
CONCLUSION

7 IMMEDIATE RECOMMENDATIONS

(3 – 6 months interventions)
The following activities are required to be implemented as a matter of urgency in response to the current gaps identified on page 19:

- Annual Report (2009/10)
- Update of URP newsletter reflecting completed projects and current status quo on all outstanding projects
- Update information on all brochures and pamphlets
- Host bi-annual community feedback sessions
- Host a URP open day, whereby the departments bring services offered within the CoCT to the community - (council jamboree)
- Public relations drive, invite media channels to keep them updated on all activities
- Appointment of a service provider & communications person to drive all initiatives

8 CONCLUSION

The URP potential marketing initiatives are exciting, but sufficient budget allocation is vital in order to showcase work that has already been done by URP and its partners, as well as to drive new initiatives and garner support from investors and stakeholders, as well as the communities involved.

The marketing strategy needs to be accepted by the core stakeholders of the URP and should spell out clearly what the longer terms objectives and desired outcomes entail.

The broader strategy also needs to be continually assessed and the lessons learned translated into annual marketing objectives and budgets methodologies.

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THE URBAN RENEWAL
PROGRAMME

THE URBAN RENEWAL
PROGRAMME

Together, Building A Stronger Nation

This logo was developed to create an identity for URP one which would encompass the URP values and objectives and be easily recognised by the general public as well as stakeholders.

The following intrinsic values of the logo will fulfil the purposes above:

Flower like shape:
This represents regeneration and growth

Human Form:
This is symbolic of many people of diverse cultures and backgrounds working together

Colours:
The colours used are representative of the South African flag, which in turn signifies a diverse nation

Table Mountain:
This shape is instantly recognisable as Table Mountain and is unique to Cape Town

The sun rising:
The depiction of the sun rising in the logo alludes to strength, hope and optimism