

Appendix D: Project Proposal

Tender Number 64,
Proposal No 137N-2005-06

Proposal for the conducting a socio-economic profile of two Urban Renewal Nodes - Khayelitsha and Mitchell's Plain

Submitted by QSJ Consultants & Unit for Religion and
Development Research (University Stellenbosch)


To

The City of Cape Town

18th November 2005

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1 Introduction

This is a proposal submitted by QSJ Consulting in association with the Unit for Religion and Development Research at Stellenbosch University. This is not a consortium proposal or joint venture as QSJ Consulting is the sole contracting party.

The proposal is submitted in response to a call by the City of Cape Town for suitably qualified service providers to conduct a social-economic profile of the two Urban Renewal Nodes within the City, namely Khayelitsha and Mitchells Plain. Our team has within it the necessary experience, skills, project management and administrative capacity to manage a project of this magnitude.

2 Our Understanding of the Brief

The Urban Renewal Programme forms a central plank of the Integrated Human Settlements component of the Integrated Development Plan (IDP) of the City. Because of the importance of the Urban Renewal Programme to the delivery objectives of the IDP and the City as a whole, it is critical that the municipality has at its disposal the most up to date statistics and data regarding Khayelitsha and Mitchells Plain. As the 2003/2004 Annual Report submitted by the Municipality in terms of the Municipal Systems Act as well as the IDP Review indicates, the baseline data currently at the disposal of the City is not conclusive and has significant gaps, thereby making proper analysis difficult. In general, much of the socio-economic and social analysis research currently available on Khayelitsha and Mitchells Plain uses statistics from the 2001 National Census. The Terms of Reference therefore calls for the survey to update the statistical base of the Municipality in this regard. The Municipality will be in much greater stead and preparedness for improved service delivery if it has a more reliable and updated statistical base to work from.

The Terms of Reference calls for a Social Survey in each of the nodal areas. The results of the social survey will serve to update the current statistical base of the City that is

based on the 2001 Census. The Terms of Reference also calls for the holding of three focus groups in each of the nodal areas. The survey and focus groups will serve to identify key priority issues and needs that will inform integrated development planning in the two nodes. In general the objectives of the survey and focus groups are the following:

- To evaluate the URP in Khayelitsha and Mitchells Plain in order to improve the programmatic outcomes and the communication thereof;
- Develop a demographic and socio-economic profile of Khayelitsha and Mitchells Plain focusing on issues such as household size, income and expenditure, as well as broader issues such as community composition, education, income and work status;
- To measure citizen perceptions around the value and importance of various services as well as their satisfaction levels with the delivery of these and other services; and;
- To identify the key needs of citizens in each node in order to inform the City around appropriate investment in facilities, infrastructure and services.

We believe that the survey should be more than a simple collection and dissemination of up to date statistics while recognizing its critical importance to the service delivery of the municipality. We will spell out our approach in greater detail in the section of the proposal dealing with our approach and methodology.

3 The Team

The proposed team brings together a range of skills and experience including: project management and leadership, high level research, strategic development planning, information management (including GIS), process design and facilitation and communications. Furthermore, the team includes the full range of skills that would be required to address the substantive and technical aspects of the project. The table below indicates the team members, their respective role in the project and whether they are part of the Core Team.

| Name/s | Organisation | Role |
|-----------------------|---------------------|---|
| Neville Naidoo | QSJ Consultants | Joint Project Manager |
| Mr David Abrahams | QSJ Consultants | Joint Project Manager and qualitative research analyst |
| Ms Weziwe Xameni | QSJ Consultants | Khayelitsha Survey and Focus Group leader |
| Mr Quintin Joseph | QSJ Consultants | Project Director |
| Mrs Elinor Sonnenberg | QSJ Consultants | Mitchells Plain Survey and Focus Group leader |
| Dr Johannes Erasmus | URDR | Overall Research Director and quantitative research analyst |
| Mr Gerbrand Mans | URDR | GIS Specialist and researcher |

The professional team consists of a mix of strong research, facilitation and project management expertise. The key members of the team are as follows:

Joint Project Managers

The project management responsibilities will be handled jointly by Mr Neville Naidoo and Mr David Abrahams. Both are very experienced project managers with more than 15 years of accumulated experience in a variety of project management settings.

Neville Naidoo will be the team leader and joint project manager. Mr. Naidoo was the Project Manager for a team that recently (July to November 2005) completed an extensive socio-economic survey and focus groups based social survey for the Stellenbosch Municipality. The survey covered 3,500 questionnaires and more than 20 focus groups across the Stellenbosch Municipal area. He also managed the participation of 68 young people who participated in the data collection process. These young people were recruited from the Stellenbosch area and underwent a comprehensive training programme coupled to a NQF (level 5) valid certificate on completion of their training. Neville has over 20 years experience in the area of youth and is a nationally recognised and respected authority on youth development and youth policy matters. As a member of the National Executive of the ANC Youth League, Neville was centrally involved in the

development of the National Youth Policy and was also centrally involved in the process of establishing the National Youth Commission, various Provincial Youth Commissions and the Omsobomvu Youth Fund.

David Abrahams will act as joint project manager. He holds Honours and MA Degrees in Development Studies from UWC and has extensive experience in managing complex, multi-stakeholder research and stakeholder engagement processes. He has been involved in a number of large policy-making processes with his primary responsibility being the project management of the stakeholder components. His areas of expertise include policy analysis, strategy development, social analysis, process design, facilitation and management, training design, facilitation and management of multi-stakeholder processes.

Dr Johannes Erasmus will be the Research Director. His current research at the URDR focuses on the themes of religion and development, especially from an interdisciplinary perspective. His specific field of interest for the last 6 years has been the role of Faith Based Organisations (FBOs) and churches/congregations in the development of local communities. He co-founded the Unit for Religion and Development Research in the Faculty of Theology with Prof Jurgens Hendriks in 2002. As the research director for the Unit for Religion and Development Research (URDR) who will lead the research component of the project, Dr Erasmus is ably qualified to undertake a task of this magnitude. Included in the current relevant research related projects Dr Erasmus is involved in with the URDR is the following:

- The Unit has also published extensively on the proposed methodology to be used in this project;
- The URDR has extensive networks and contacts amongst faith-based communities within the research target areas and through the University of Stellenbosch and Faculty of Theology at Stellenbosch has considerable credibility in these communities.

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- The Unit played a central role in all aspects of the recently completed Socio-Economic Survey for Stellenbosch and also has extensive experience and knowledge of the use of appropriate methodologies for focus groups

GIS Specialist

Mr Gerbrand Mans holds Masters Level qualifications in GIS, Programming and Database development. In addition to the above he also specialises in Social demographics and applied social research.

4 Contact person, position and contact details

Mr Neville Naidoo: Joint Project Manager

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5 BEE Status of QSJ Consultants

QSJ Consultants is 100 % black owned and managed and is registered on the Western Cape Suppliers Database.

6 Our Approach

Reliable and well-presented statistical and other information is essential for the City to assess, guide and prioritise its service delivery processes in the two URP nodes. In this regard, we will ensure that our statistical and information gathering methodology can stand up to the strongest methodological and scientific scrutiny in terms of its level of accuracy and predictability. Our methodology was magnificently vindicated and affirmed in the socio-economic survey just completed in Stellenbosch. However, we are of the strong belief that statistical information on its own will be of little use if it is not backed up by equally strong analysis and social contextualisation. In other words we believe that the statistical information gathered must be done within an integrated approach

that mirrors the logic of the IDP processes into which it will feed. By this we do not mean that we must run the IDP data gathering exercise for the municipality, but rather that our process must allow for a development dialogue with key stakeholders in order to qualitatively inform our information gathering processes. We believe that the data, information and statistics gathered must comprise both quantitative and qualitative components. While the quantitative data gathered will serve to update the current outdated statistical base of the Municipality, the qualitative component will serve to provide a contextual basis for the unpacking of the quantitative data that are gathered. Therefore, our quantitative research methods will ensure that the data gathered ensures objectivity, generalisability and reliability. Techniques used here will include random participant selection from the study population, a standardised questionnaire and so on.

On the other hand, our qualitative research methodologies will be designed to inform the quantitative information gathered. Here some of our method will include focus groups. This method will serve to assist our team to understand the social processes behind the statistics. At the same time, our team will ensure that the qualitative research component will be completed within the project timeframe as we recognise that it can be a time-consuming process. Some of the issues that we believe the quantitative research component must examine are the following:

- The current state of relations between the City and the citizenry within the designated target areas;
- The extent of 'satisfaction' with service delivery of the Municipality in the targeted areas¹
- The extent to which 'social capital' has rooted itself in the research areas and the challenges faced in this regard;
- The state of social integration and non-racial development within these areas and the factors that hamper this.
- A key success factor in ensuring that the qualitative research process is successful is to build sound relations with stakeholders, accommodating their needs and

¹ This will not be a fully fledged citizen satisfaction survey but will rather identify broad trends.

expectations without compromising the objectives of the exercise. In this regard a well run, tightly focused research process is proposed to ensure that constructive stakeholder input is obtained.

3.1 Conducting the Survey

3.1.1 Fieldworker Preparation

In order to ensure that we meet the onerous requirements of the research process as well as to ensure that we comply with the skills transfer and community empowerment component of the project we will recruit fieldworkers from Mitchells Plain and Khayelitsha. These fieldworkers will form the taskforce that will conduct the survey. The fieldworkers will undergo rigorous preparedness training for a week. The training will be conducted by the URDR. We are proposing that the fieldworkers are remunerated during the week of skills transfer and the costs for this are reflected in our budget. The fieldworkers will also be remunerated for the conducting of the survey and this too is reflected in the budget.

The project will further appoint a field manager who will conduct spot checks to ensure quality.

3.1.2 Survey Methodology

Our survey methodology will be based on the spatial stratification of the two target areas into smaller sample areas based on the housing types indicated in the Terms of Reference. The sample areas will be subdivided into smaller areas comprising a minimum 200 households per housing type (Informal settlements, backyard shacks, low income formal housing and low middle income formal housing). Each fieldworker will receive a map of their area of responsibility and they will be required to conduct interviews within a specified time period. Remuneration will be based on the completion and quality level of each survey questionnaire.

Based on the preparatory work and the purpose of the research the questionnaire will be drafted and finalised in consultation with the City. Our questionnaire design process will take into account the issues relating to quantitative and qualitative research

processes as outlined above. In the design of the questionnaire particular attention will be paid to issues relating to the use of appropriate techniques including that of: types of survey (direct observation, interviews, pilot surveys, administration of the data, overall size of the questionnaire, amount of background information, the variety and sequence of questions, questionnaire layout, wording (language) and question types (open closed, structured, tabular). We will use as a template the questionnaire used for the Stellenbosch Survey and we will adapt it to accordingly so that it conforms to the requirements of the client and the Terms of Reference.

3.1.3 Key Deliverables

- Survey Questionnaire approved by Client
- Conducting of survey
- Compilation and submission of report

3.2 Focus Groups

It is important that the focus group and its intended outcomes are not as being separate from or isolated from the results and intended outcomes of the socio-economic survey. Indeed, our recent experiences in Stellenbosch show that the results of the focus groups can play a critical role in buttressing the results of the survey or even rebutting it in certain cases. The primary deliverable in this phase will be the completion of profiles of each selected target on the basis of the P-Index data. The community profiles will be compiled on the basis of the quantitative and qualitative information gathered. Here our primary research technique will be focus groups. The composition of the focus groups will be guided by gender, age, sector, demographic etc. The profiles will include a needs analysis that prioritises the social development needs specific to the areas by using the Priority Index (P-Index) research technique, i.e. a methodology that is strongly based on the principles of PAR and which directly involves individuals and target groups in the community in prioritising the community's needs. The team has an extensive Community Profile framework that will form the basis of the qualitative data that will be gathered.

Project Phases

Our methodology will consist of six phases (the detail of the method is also reflected in the proposed budget).

Phase 1: Project Set Up and preparations

During this phase we will do the following:

- Clarify and refine the brief with the client;
- Establish reporting and project management protocols with the client and internally with the project team;
- Collate existing secondary information and data sources within the municipality will be studied. We will also forge contact with stakeholders within the targeted municipality to ensure that the project adds value.
- Design the research methodology in greater detail, i.e. problem formulation, conceptualisation, operationalisation and sampling. The Centre for Statistical Consultation (CSC) at the University of Stellenbosch will be consulted with the process of sampling. The sampling size of this project points to a sampling size of just over 800. This figure is also reflected in the detail of the budget.

Phase 2: Questionnaire design

Based on the preparatory work and the purpose of the research the questionnaire will be drafted and finalised in consultation with the municipality. Our questionnaire design process will take into account the issues relating to quantitative and qualitative research processes as outlined above. In the design of the questionnaire particular attention will be paid to issues relating to the use of appropriate techniques including that of: types of survey (direct observation, interviews, pilot surveys, administration of the data, overall size of the questionnaire, amount of background information, the variety and sequence of questions, questionnaire layout, wording (language) and question types (open closed, structured, tabular).

Phase 3: Information and Data Gathering Processes

The information and data gathering processes will use both primary and secondary research methods and sources. The primary research will be conducted via the detailed questionnaire as outlined above and via use of focus groups as outlined above. In addition to the primary research we will also make use of secondary information sources. These include the following:

- 2001 Census Statistics from Statistics South Africa;
- Recent Research Reports on the target areas;
- IDP Base Information; and,
- Relevant Municipal documents and statistics

Phase 4: Analysis and report writing

Following the research the primary data will be processed and captured into a MSEXcel and MSAccess format.

If required by the client we can also capture the primary data in geographical information system (GIS) format. GIS is a software based IT programme that allows the capturing, storing and manipulating, analysing, displaying and integration of spatial (geographical or locational) and non-spatial (statistical or attribution) information. Other secondary sources of information (e.g. data from StatsSA, SAPS etc.), are all integrated in a geo-database and coupled to the GIS for the manipulation, analysing and displaying of the different datasets. However, if GIS formatting is required this will have an impact on the budget, which is why we put it as an option for the client to decide on.

Phase 5: Dissemination of the results

The results will be made available in the following format:

- Hard copy format
- PowerPoint
- MSEXcel – raw data

If needed and agreed to by the client we will also train the relevant municipal officials to ensure that the GIS based information can be utilized effectively.

7 Estimated Budget

PHASE 1 – Project Set Up and Preparations

| DESCRIPTION | FORMULA | TOTALS |
|-----------------------------------|-------------------|---------------|
| Survey existing data & networking | 35hrs @ 350 p/hr | 12,250.00 |
| Statistical Consultants | 8hrs @ R350 p/hr | 2,800.00 |
| Admin & Financial Management | 50hrs @ R200 p/hr | 10,000.00 |
| Travel | 500km @R3.40 p/km | 1,700.00 |
| | | |
| Sub Total | | 26,750 |

PHASE 2 – Questionnaire design

| DESCRIPTION | FORMULA | TOTALS |
|------------------------------|---------------------------|------------------|
| Design & Layout | 45hrs @ R350 p/hr | 15,750.00 |
| Printing Questionnaire | 1000 copies @ R10.00 each | 10,000.00 |
| Designing Database | 36hrs @ R350 p/hr | 12,600.00 |
| Travel | 500km @ R3.40p/km | 1,700.00 |
| Admin & Financial management | 50hrs @ R200 p/hr | 10,000.00 |
| | | |
| Sub Total | | 50,050.00 |

PHASE 3 – Information and Data Gathering Processes

| DESCRIPTION | FORMULA | TOTALS |
|---|---|---------------|
| Travel / Transport | 3000km @ R3.40p/km | 10,200.00 |
| Training of fieldworkers | 30hrs @ R350 p/hr | 25,200.00 |
| Remuneration of fieldworkers on completion of questionnaires | 1000 questionnaires x R50 per questionnaire | 50,000.00 |
| Training & Prep of facilitators | 20hrs @ R350 p/hr | 10,500.00 |
| Facilitation of focus groups (including compilation of reports) | 8 x 4hrs @ R350 p/hr | 11,200.00 |
| Admin & Financial | 50hrs @ R200 p/hr | 10,000.00 |

| | | |
|------------------|--|-------------------|
| management | | |
| Sub Total | | 117,100.00 |

PHASE 5 – Analysis & Report writing

| DESCRIPTION | FORMULA | TOTALS |
|-------------------------------------|-------------------|------------------|
| Data capturing | 50hrs @ R250 p/hr | 12,500.00 |
| Processing & aligning database) | 45hrs @ R350 p/hr | 15,750.00 |
| Finalising report | 40hrs @ R350 p/hr | 14,000.00 |
| Admin & Financial management | 50hrs @ R200 p/hr | 10,000.00 |
| Printing report | | 5,000.00 |
| | | |
| Sub Total | | 57,250.00 |

| | | |
|----------------------|--|-------------------|
| Sub Total | | 35,161.00 |
| TOTAL ex VAT | | 251 150.00 |
| Total inc VAT | | 286,311.00 |