



INTEGRATED RURAL DEVELOPMENT

PUTTING THE PIECES TOGETHER



Your guide to understanding the White Paper on
Integrated Rural Development
in KwaZulu-Natal



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This is a publication of the Cabinet of KwaZulu-Natal and the Inter-Departmental Integrated Rural Development Workgroup.

FOREWORD

BY THE HONORABLE LIONEL MTSHALI

The need for an integrated approach to rural development cannot be overestimated as more than half of the population of KwaZulu-Natal (KZN) live in rural areas, the majority of which are women and children. The situation within these traditional communities is critical due to extreme levels of poverty, a high incidence of malnutrition, and the escalating AIDS epidemic. The significant urban bias hitherto in the allocation of development resources, in the provision of services, as well as in addressing underdevelopment, poverty and blockages arising from fragmented systems of administration inherited from the Apartheid past also needs to be addressed by this Policy.

Some of these imbalances have been addressed in the Policy, however, lack of co-ordination remains the key problem inhibiting the effective redistribution of resources to rural areas. This lack of co-ordination has resulted in communities having to deal with a confusing array of service providers who are ill informed to deal effectively with local conditions, and who are unaware of what other service providers are doing.

This Policy supplements the Provincial Growth and Development Strategy (PGDS) which sets as its broad goals the creation of opportunities for earning a sustainable living, the creation of a competitive economic environment, and the raising of standards for the delivery of services and infrastructure. Both seek to build on the dynamism of the economy, create new areas for economic development, redress social inequity, address constraints to development and root initiatives in a shared responsibility and commitment

to social and economic development which integrates growth and redistribution.

The vision for rural development contained in this Policy has three specific elements, namely, the creation of an inclusive and sustainable rural economy, the integrated provision of services and development resources and the facilitation of participation in the development process. The purpose of the IRD Policy is to identify the strategies through which this vision for the development of rural areas might be realised. The IRD White Paper presents the essential concepts and approaches and proposes to deliver an effective and targeted land reform programme; an agricultural support system; tourism development and the creation of jobs, and small business opportunities; improved access to financial services; and poverty alleviating strategies. This is all proposed to be achieved by channelling the delivery of social services through local service centres.

All that is needed now is for everyone to work together to make this Policy and rural development work. Let us make KwaZulu-Natal work!



MR L.P.H.M. MTSHALI

Premier: Province of KwaZulu-Natal

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INTRODUCTION

1. The scope and purpose of the White Paper.

The Integrated Rural Development White Paper proposes how government structures can promote the development of the rural areas of KwaZulu-Natal. The White Paper has been drawn up taking many existing policies and plans into account. It suggests many changes that will need to be made if we are to succeed in developing

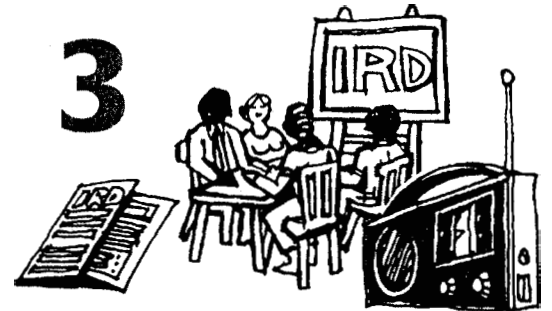
areas. The White Paper suggests that Local Government structures in rural areas can and must play a key role in the co-ordination of rural development. The White Paper sets out policies and strategies for how the development of rural areas should occur.

2. The process of developing the White Paper.

Step 1 – In March 1996 the Cabinet of KwaZulu-Natal agreed that an Integrated Rural Development Policy should be prepared. An Inter-departmental Task Team was established. It includes Provincial and Local Government representatives as well as other stakeholders.



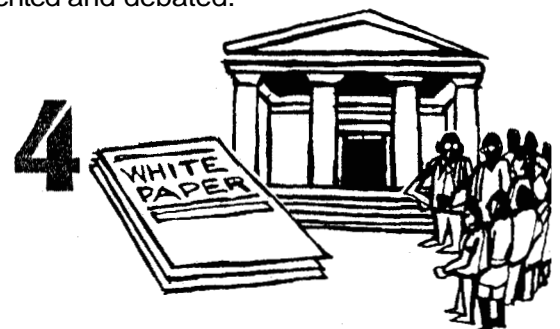
Step 3 – An extensive consultative process was initiated to find out what the different groupings and stakeholders would like to see in this policy. Workshops were held across KwaZulu-Natal and were attended by representatives of rural communities, local government councillors, traditional authorities, government officials, parastatals, non-governmental organisations and the business sector.



Step 2 – Research was undertaken to develop a broad framework for an Integrated Rural Development Policy. This included interviewing key stakeholders as well as looking at previous studies and reports.



Step 4 – Arising from the research and the consultation process, a discussion document was drafted and circulated for comment. Representatives of all stakeholders were invited to participate in a Provincial Consultative Workshop held in August 1997 at which the draft policy proposals were presented and debated.





Step 5 – A White Paper on Intergrated Rural Development was released by the Cabinet for public comment in June 1998. Everybody interested in and affected by the policy was invited to comment on the policy.

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Step 6 – Public comments were received and the necessary amendments were made. The White Paper was then resubmitted to the KwaZulu-Natal Cabinet for approval and was adopted as official policy of this Province on 2 December 1998.

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Step 7 - The Interdepartmental Tusk Team on Intergrated Rural Development has now been established as a Working Group within the Provincial Growth and Development Strategy (PGDS). It has been tasked by Provincial Cabinet to implement the recommendations of the Provincial White Paper on IRD.

3. About the guide to the White Paper.

This document is a guide to the White Paper. It explains the key aspects of integrated rural development and the proposals for implementing and funding the policy. It is not a summary of the White Paper but it is intended to help people involved in rural development understand what the White Paper is proposing, so that they can understand the policy. This booklet follows the format of the White Paper as much as possible so that if you want to read more about a particular aspect you will find it by looking at the corresponding section of the White Paper.

There are three parts to this document:

Part 1-Deals with understanding what integrated rural development is, why we need such a policy and what key things were taken into account when developing the integrated rural development policy.

Part 2-Sets out the vision for rural development. In this section you can read about what needs to be done to achieve rural development and what opportunities and benefits rural people can expect from an Integrated Rural Development Policy.

Part 3-Tackles the important question of how to put the policy into practice. In this section strategies to promote development are recommended, government is advised on the need to work differently in rural areas and the question of how to pay for rural development is explored. The last section deals with how such a policy can be implemented.

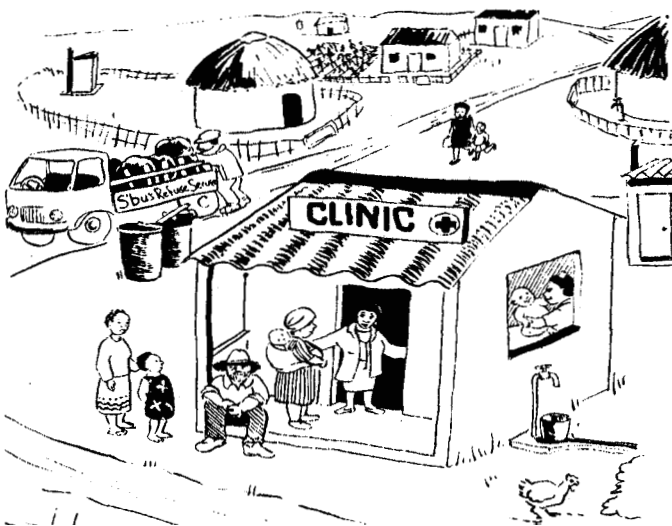
UNDERSTANDING INTEGRATED RURAL DEVELOPMENT

1.1. What is integrated rural development?

An 'integrated' approach to rural development means identifying and meeting the needs of the community as a whole, rather than looking at every aspect of development separately. Integration is about finding the links between different problems and trying to solve them in a co-ordinated way. To do this, all the different Provincial and National government departments involved in rural development need to work together through local government so that development can happen at a local level.

Here is an example of an integrated approach to a development problem. If lots of children in a community suffer regularly from diarrhoea, one way to deal with this problem is to keep taking them to the nearest doctor or healer for treatment. Another way would be to look at what is causing this illness and to find solutions.

This may mean supplying clean drinking water, installing proper toilets, making sure that rubbish is properly disposed of and primary health education is provided to help parents prevent and treat diarrhoea. The delivery of these kinds of services mean that different government departments would need to co-operate and work through local government to improve the health of the community. This would be an integrated approach.



An effective Integrated Rural Development Policy for KwaZulu-Natal would allow all the authorities, organisations and communities involved in different areas of development to work together on projects. This would improve the quality of life of people in communities.

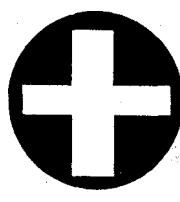
1.2. Why do we need an Integrated Rural Development Policy?

There are many reasons why we need an Integrated Rural Development Policy for this Province:

Firstly, the new Constitution of South Africa says that all people must be treated equally and that everyone has certain basic rights related to their economic and social well-being – such as the right to adequate housing, education, healthcare, food and water, and the right to participate in decisions affecting their lives. The government supports these rights, but few rural people are able to enjoy them. It is important to have a policy that focuses on meeting people's basic needs.

Secondly, about 7.7 million people live in KwaZulu-Natal. There are more people living in KwaZulu-Natal than in any other province. More than half of these people live in the rural areas of the Province. Most of the people in these rural areas are women.

Thirdly, poverty is a serious problem facing rural people. More rural people than urban people live in poverty. Fifty one per cent of the people of KwaZulu-Natal live in poverty. Poverty is much worse among the African population. The risk of being in a poor household is larger for women than it is for men. Femaleheaded households in the rural areas have the highest risk of being in poverty. When the levels of poverty in different parts of South Africa are compared, it can be seen that KwaZulu-Natal is the fourth poorest Province in South Africa.



Fourthly, poverty goes hand in hand with many other problems, one of which is HIV/AIDS which is a major threat to the well-being of rural communities and to their development. Recent statistics on the reported HIV/AIDS cases across the country's nine provinces indicate that cases reported for KwaZulu-Natal alone make up nearly half of those for the country as a whole.

Lastly, government departments have identified rural development as a priority, but these government departments have not been working in an integrated way and so there has been a duplication of work and scarce resources have been wasted. Government departments need to work together with and through local government so that more effective rural development can take place.

It is therefore clear that there are several reasons why we need an Integrated Rural Development Policy for KwaZulu-Natal. The development of the rural areas of our country is essential for social, economic and political stability. If one section of our country or community is not developed, it will affect us all in the long term. We need to take all the pieces of the development puzzle and put them together into one picture.

1.3. What important issues must be taken into account in developing an Integrated Rural Development Policy?

A rural development policy should take account of the realities of living in rural areas, namely :

Multiple Livelihoods

Many households rely on multiple or mixed livelihoods. This means that families may get income from a number of different sources. For example, they might have a job, sell vegetables and do some farming to support the family. People may be involved in all these different occupations at the same time. What does a recognition of mixed livelihoods mean for the development of policy? It means that policies need to support and improve the different ways in which people can make a living.



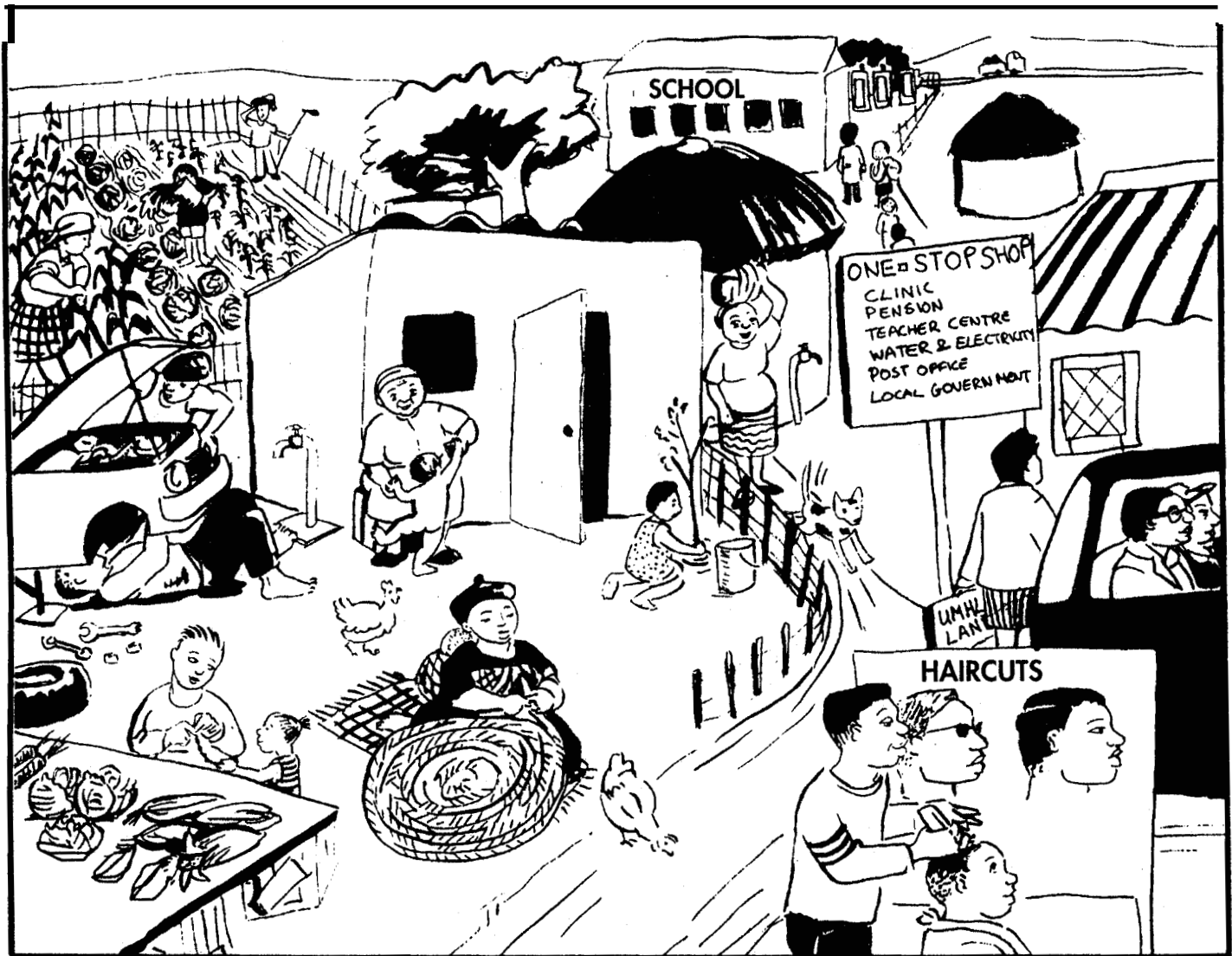
Population Shifts and Settlement Trends
Migration is the movement of people from one area of residence to another. In South Africa this has been common where people have left their homes to find jobs in other parts of KwaZulu-Natal and even in other provinces. Some people leave their homes never to return while others leave only for work and return frequently. Recent studies in South Africa show that the pattern of having a home base in both the rural areas and in the urban areas is dropping. More people are moving to small towns closer to their own home. Rural development must take account of where people are moving to and opportunities and resources must be provided in those places.



Traditional Values and Lifestyles

Rural communities are sometimes considered "primitive" and "outdated" because of their practice and belief in traditional customs and rituals. Rural development must support traditional practices which can enrich and add value to development. Values such as respect for people, living peacefully within your community and hard work are a few of the values which must be preserved.

An example of the way in which these values can be promoted is through support for cultural museums and through teaching crafts to the younger generation. Traditional communities have over the centuries practiced environmental management and nature conservation. This type of knowledge must be integrated into development practice and efforts must be made to assist traditional communities to record and share their knowledge.



AN INTEGRATED APPROACH TO RURAL DEVELOPMENT

2.1 What is the vision for rural development?

The Integrated Rural Development White Paper sets out a vision for rural development:

- There needs to be a balance between urban and rural development and rural communities should have fair access to development resources and opportunities;
- Different systems of power, such as Traditional Authorities and elected local Government councillors operating in rural areas need to work together in harmony;
- The policies of government (National, Provincial and local) should complement each other;
- Rural people should be allowed to have a say in how development should affect them. They need to make decisions about their own lives; and
- Poverty must be reduced

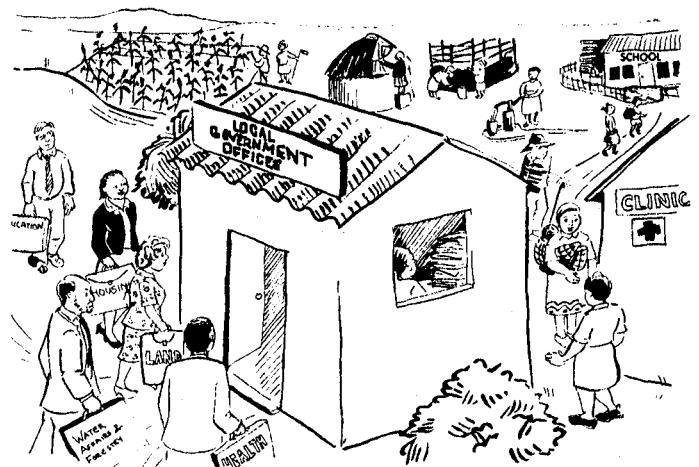
Rural development is aimed at bringing services and resources to those who have been left out in the past. Access to these services and resources will then create opportunities for people. Women in particular have suffered from inequality and exploitation. For the policy set out in the White Paper to be effective, women must be adequately represented in local government and development structures and must be involved in all aspects of development and share fully in its benefits.

2.2. What needs to be done if we are to achieve integrated rural development?

2.2.1 . The way government works in rural areas needs to be changed so that services are provided through local government structures.

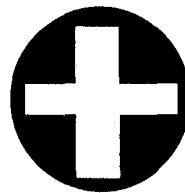
Provincial and National departments have tried to provide services directly to rural communities, either by using their own field staff, or by making use of consultants or NGOs.

They have experienced many difficulties in attempting to do this. Senior office staff do not know about local conditions and cannot respond quickly in terms of local needs. Communities get frustrated and confused when they have to deal with different officials from all the different departments who each have their own rules and requirements. Different departments have set up their own forums at a local level to consult with communities about their service delivery needs. This has created division within communities, and competition and tensions between communities, local government and between the different government departments themselves. There are currently no adequate means to enable different government departments to deliver services and development resources in a co-ordinated and integrated way.



Provincial and National government departments should shift away from the delivery of services, and should instead support local governments to become the suppliers or co-ordinate local services and local development activities.

All Provincial and National departments involved in local service provision should also make sure that their field staff are sharing common office facilities with those being set up for local government structures at a sub-regional level. These Provincial Rural Administration Centres (PRACs) should provide an important 'one stop shop' for communities dealing with local Government, Provincial Departments, and even National Departments involved in local service provision.



2.2.2. Developing local capacity, accommodating customary systems of power and incorporating traditional perspectives.

In the past, government worked separately and independently from the Traditional Authority system, and Traditional Authorities were not included in development activities. As a result of not involving these leaders in development, tensions have developed, especially about land allocation. Traditional Authorities need to be informed about development and become empowered to participate in development activities.

It is necessary to find ways for Traditional Authorities to play a positive role in local development activities. If this is not done, traditional leaders will be unable to respond in developmental ways. Although one of the new ways for involving traditional leaders in development activities is their *ex-officio* representation within Regional Councils, this has also had its difficulties. The Regional Councils cover very large areas and their resources are limited.

Rural community groups have not been included in development activities but have a lot to offer. It will not be possible for government to provide many services without using the local community organisations to help manage the projects.

(i) Promoting Development Committees :

Development Committees should be established where these do not exist and existing ones should be recognised by municipalities. Committees give rural people a chance to make decisions about matters that affect their lives. Development Committees should be established for the following reasons:

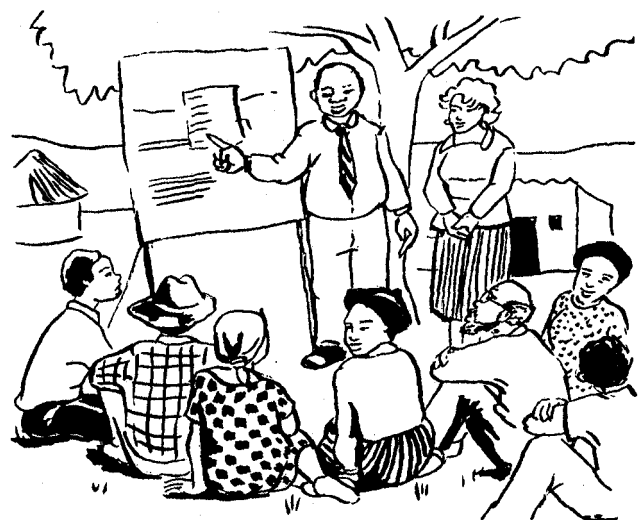
- As a means of representing the broad interests of a community;
- In order to provide a link between local Government and Traditional Authorities;
- To assist local governments to prioritise development needs;

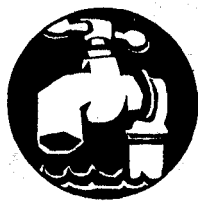
- To mobilise community support for projects; and
- To encourage women and youth to participate.



(ii) Capacity Building and Training for Local Communities:

Development Committees should be given support and training to undertake their work more effectively. Civic education should be provided to promote accountability and to encourage the recognition of traditional value systems and the awareness of human rights and the rights of women and children.





(iii) **Capacity Building for Traditional Authorities:** To create more stability in some rural areas, Traditional Authorities need to become involved in development. To do this, they need to be well informed about development issues and opportunities. Traditional leaders and authorities need a programme of capacity building, training and information dissemination on development issues. This capacity building programme needs to clarify the roles of Traditional Authorities in relation to government. For this to happen it is necessary that :

- o Traditional leaders are seen to be playing a non partisan role. As accountable leaders, they should express the views of all traditional communities without favour; and
- Traditional leaders should have a role in assisting in the promotion of local activities in partnership with local government but they should not be directly responsible for development.

(iv) **Professional understanding of indigenous perspectives and practices:**

Professional people working in rural development often do not understand or respect indigenous value systems and knowledge. Professionals in all sectors need to be made aware of indigenous value systems and knowledge to enable them to interact meaningfully and positively with traditional communities.

2.2.3. Accommodating Traditional Authorities in terms of land tenure.

The framework for the land tenure system within the former KwaZulu areas is the Ingonyama Trust Act.

The Ingonyama Trust Act places ownership of the land in the former KwaZulu areas with the Ingonyama (the King). The Act was amended to provide for a Board which will administer the land.

It should be possible within the framework of this Act to provide for different tenure options apart from the Permission to Occupy (PTO) system which currently applies.

What this approach to land tenure would mean is that the needs of different groups can be met. Traditional communities wishing to keep their existing kinds of land tenure could do so. Commercial farmers seeking greater security could apply for 99 year leasehold or freehold. The approaches suggested in this Policy would facilitate women's access to land in their own right.

2.3. What opportunities and benefits can rural development bring?

Once the necessary mechanisms are in place for promoting rural development, communities can expect access to more resources and opportunities.

2.3.1. Land Reform.

As well as making sure that poor rural people acquire land, the land reform programme should take a long-term view about how having land will improve people's lives. This will involve the building of partnerships between institutions and organisations.

Some of the projects could include :

Projects to assist people who show potential in farming to get access to finances, secure

- training and support services; and
- Rural and peri-urban projects aimed at benefiting households with no means to raise money on their own. These could include peri-urban allotments and municipal common land.

The question of who gets access to land is a very important part of the land reform programme. Land reform projects need to ensure that the needs of different individuals and groups can be addressed. Some people might want to use land for agriculture or to build a house or for other purposes.



To make sure that land reform projects are economically viable, several strategies should be put in place:

- Projects need to be located close to services and to markets;
- Land grants could be used to access other finances and support; and
- Opportunities need to be provided for land owners to generate a living by assisting them to get support from provincial departments and from land service organisations.



2.3.2. Agricultural production opportunities.

Many people are involved in farming activities in KwaZulu-Natal. Some are involved in producing food for their families and others are involved on a much bigger scale by producing food for sale in markets and even for exporting to other parts of the world.

Agriculture support systems should respond to the needs of all land users and should help people improve their livelihoods.

Agricultural support programmes need to focus on the following:

- The development of markets (especially within towns and in the urban and peri-urban areas) and the provision of finances is one important area of assistance.
- Research about how communities live and survive must be linked to research about promoting agriculture so that the support given can be more effective.

KwaZulu-Natal has the potential for encouraging the development of agriculture. It is important that full advantage is taken of this by putting in place good support systems.



2.3.3. Tourism opportunities.

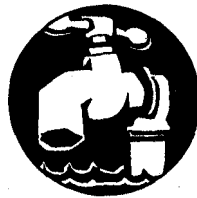
Tourism or eco-tourism, may be the only local activity from which people in some low potential areas might benefit. The development of tourism can contribute to rural development in a number of ways:

- The creation of employment opportunities. Tourism can open up many more job opportunities than agriculture in some areas. There will be possibilities of jobs in the service, building and trading sectors and in industry;
- Joint tourist ventures between rural communities who own land may provide an excellent opportunity for skills transfer and capacity building for rural communities;
- Land reform projects could be strengthened if they are linked to the development of ecotourism projects, through joint ventures; and
- Tourism brings roads, water and electricity to remote areas. Infrastructure development also creates jobs.

Training and finance are central to enabling local people to take up the opportunities created through the development of tourism.

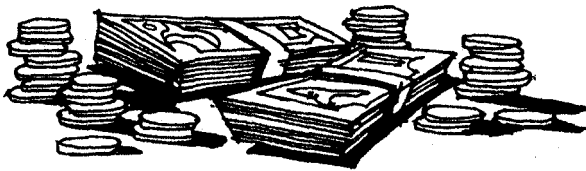
2.3.4. Developing opportunities for entrepreneurs to emerge.

Entrepreneurs are people who have started a business providing goods and services to communities where a



demand has been created. Selling goods at pension pay points in rural areas is an example of entrepreneurs taking advantage of an opportunity.

Entrepreneurial opportunities in rural areas include construction, brick and block-making, vehicle repairs and panel beating; garment-making; craft production and shopkeeping. Entrepreneurs should be supported in places where there is a lot of small business activity because there would be a high demand for goods and services.



2.3.5. Rural financial services.

If financial services are increased and improved and go hand in hand with economic opportunities, they will make a positive impact.

Three areas of financing may have a dramatic effect on providing and supporting economic opportunities in the

- o rural areas. These are:
 - the financing of land;
 - the financing of agricultural production; and
 - the financing of small, medium, and micro enterprises.

(i) Financing land.

Rural people who acquire land through the land reform programme can pay for it through a settlement grant of R15 000. This grant should be linked with opportunities for promoting production. Other ways to finance the buying of land are through loans from banks and through commercial farmer settlement schemes.

(ii) Financing agricultural production.

Farmer credit programmes are more likely to be successful if they are based on secure production and marketing opportunities.

The availability of credit has been a critical factor in encouraging small producers to get involved in agricultural or livelihoods projects. Guaranteed markets have meant that a number of small farmers have been able to make use of credit systems.

(iii) Financing small, medium and micro enterprises. The rural economy works mainly on a cash basis and few small enterprises have access to credit. The primary source of start-up funds for rural communities is their own savings. A savings-first approach might assist some entrepreneurs to get credit and to improve the assets they own and increase the size of their businesses.

2.4. How can we ensure that rural development is sustainable?

Integrated rural development promotes practices which are sustainable – this means practices that will bring about lasting improvements in the quality of every aspect of life for people in rural areas.

Development needs to be sustainable in four ways:

- **Socially:** Everyone in the rural areas must have access and be able to share in the opportunities, services and available resources;
- **Economically:** The best possible use must be made of the resources and budgets of provincial and local government within each area;
- o **Environmentally:** The use of natural resources must ensure that the environment is not harmed; and
- o **Institutionally:** The institutions and structures of local government must enable traditional, elected and community bodies to work together.

Sustainability will depend largely on the delivery of resources and services and the necessary capacity and the ability of rural communities to access these. Social and economic sustainability will depend on whether rural women have access to services and economic opportunities.

PUTTING RURAL DEVELOPMENT INTO PRACTICE

3.1 .Creating opportunities and changing the way government works in rural areas.

Policy makers are faced with the challenge of how to put rural development into practice. In this section practical strategies and programmes are explored.

3.1 .1. Integrated Rural Service System.

A ground breaking integrated rural service delivery programme, known as a rural service system, has been developed and is currently being implemented throughout the rural areas of KZN to improve service delivery therein.

The rural service system is based on the notion that integrated provision of services will result in the social and economic upliftment of the recipients.

Presently, the spread of rural communities in KwaZulu-Natal forces rural communities to travel very long distances and under fairly difficult conditions to secure many of their daily, weekly and monthly services. The cost implications for such communities are very high, taking into account the time spent travelling, the cost of travel and the lost opportunities for livelihood promotion during that time.

It is recognised that small towns and settlements close to rural areas serve as important focal points for improving the delivery of services to rural communities in KwaZulu-Natal. The rural service system sets out a four tier model of service delivery in the rural areas and includes places designated as Regional Centres, Provincial Rural Administration Centres (PRAC's), Small Emerging Rural Centres (SERC's) and small or other settlements. The report indicates that the focus of the Rural Service System (RSS) pilot should be at the SERC level. The White Paper is to make SERC's a more effective basis for the delivery of services thereby meeting the needs of the surrounding population.

The key purposes for developing a service system for rural areas would be to :

- o Harness all public resources within a region behind common development goals;

- Co-ordinate activities of various service providers to avoid wasteful competition and costly duplication; and
- Utilise scarce human resources more effectively.

The implementation of a rural service system is intended to improve access to resources as well as the quality of the service received. In this way the quality of life of local people should improve and opportunities for economic activities should increase. In this way the time spent by rural people in accessing resources should also decrease thereby giving them more time to engage in livelihood activities to sustain themselves and their families.

The Rural Service System will benefit service providers in that planning for the provision of services will be rationalised, for example - the Department of Roads, Department of Water Affairs and Forestry, Eskom and Telkom would know ahead of time where the Department of Health plans to establish a clinic in a particular area. They will therefore be in a position to budget accordingly for the infrastructure needs of the clinic, thereby ensuring that the clinic is in the position to offer a more efficient service.

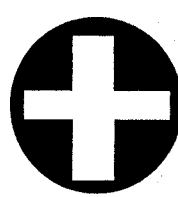
For rural development to succeed, local government must become the key co-ordinating and decision-making structure at local level. This will mean that government departments will have to ensure that they build delivery systems into local government.

3.2. Other steps that can be taken to implement the Integrated Rural Development Policy.

A number of other interventions have been initiated as a means of implementing the White Paper Policy proposals. These include:

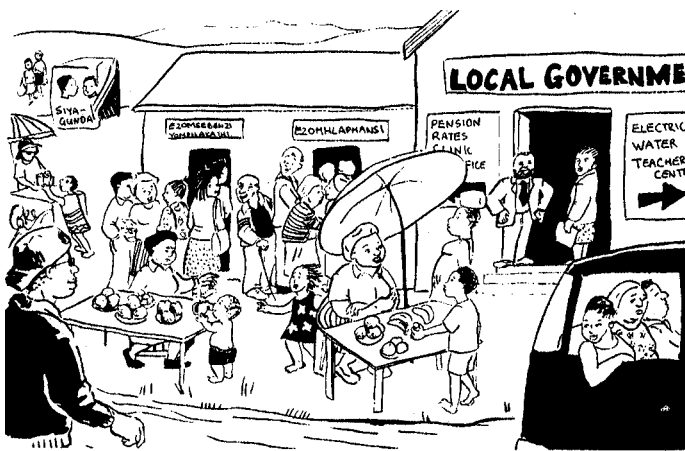
3.2.1. Developing a provincial land reform strategy.

There is a need to develop a provincial land reform strategy which is responsive to the needs of all constituencies.



3.2.2. Establishing the basis for developing agricultural opportunities in rural, urban and peri-urban areas.

Guidelines for the implementation of agricultural projects and programmes in rural areas, towns, cities and on the outskirts of these areas are required. It is anticipated that this will open up small business and employment opportunities in and around towns. Training and capacity building should be encouraged.



3.2.3. Establishing a legal and policy framework for the operation of Development Committees.

Development Committees are seen as important mechanisms for bridging the gap between traditional communities and local government. Development Committees have a key role to play in ensuring community participation in the development process. Capacity building for Development Committees should be undertaken by local government. It is important that immediate attention be given to:

- o Interim arrangements for the establishment and functioning of Development Committees; and
- o The future legal status of Development committees.

The recently developed Policy on Social Empowerment will have an impact on this programme. It will also give the programme the necessary impetus.

3.2.4 Building capacity in Local Government.

Building the capacity of Local Government to play a co-ordinating role in development is critical.

3.2.5. Information dissemination and capacity building for Traditional Authorities.

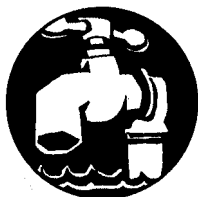
The successful implementation of the Integrated Rural Development Policy depends on capacity building and information dissemination for Traditional Authorities. An ongoing programme of information sharing about development opportunities and processes is essential to enabling development within traditional communities.

3.2.6. Civic education for rural communities.

A civic education programme which focuses on the envisaged roles in the development process for civil society, Development Committees and local and provincial government, needs to be launched through schools, the media and non-government organizations. A process to plan and design such a programme needs to be developed.

3.2.7. Developing guidelines for identifying and securing rural development funding and resources.

At present, there is a lot of confusion about what funding is available to support rural development and how it can be accessed. A manual needs to be developed for local government and for development agents to explain what grants and loans are available, where and how they can be accessed and what the criteria for access is.



3.3. Paying for rural development.

It is unlikely that large sums of additional funds will be made available for rural development. The White Paper makes recommendations on how the funding sources that are currently available can be used more effectively:

- Rural development should be funded in the immediate future through the better use of existing budgets and resources; and
- Over the longer term, funding guaranteed in the Constitution for local government, such as intergovernmental grants will be available.

3.4. Driving the Integrated Rural Development Policy.

An Integrated Rural Development Working Group has been established within the PGDS to implement the recommendations of the White Paper and to promote economic and social development in order to alleviate poverty. Eight key intervention strategies have been identified for implementation and Project Teams to facilitate each of these interventions have been established. The Working Group's task will be to monitor and oversee the work of the Project Teams. The Working Group will report on progress four times a year to a committee which is made up of the Provincial Director-General and all heads of departments.

If you require more information, please contact :-

3.5. Who to contact if you need more information.



The Integrated Rural Development Working Group Secretariat,

Chairperson:

Mr. Frikkie Brooks

Chief Director: Development Planning

Tel: 033 395 2172

Fax: 033 342 1623

email: brooks@tlga.kzntl.gov.za

c/o Department of Traditional and Local Government Affairs.

P/Bag X9078

Pietermaritzburg

3200

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Department of Health

Department of Works

Department of Finance

Department of Safety and Security

Department of land Affairs

Department of Water Affairs and Forestry

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Durban Metropolitan Council

KWANALOGA

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