

# COMMUNITY DEVELOPMENT PROJECTS

By: Marlize Nel-Verwey

**SANRAL**



BUILDING SOUTH AFRICA  
THROUGH BETTER ROADS

# SCOPE COMMUNITY DEVELOPMENT STRATEGY

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# SCOPE: COMMUNITY DEVELOPMENT STRATEGY

## 6. SCOPE

Irrespective if a CD initiative is directly related to the National Road Network or not, it must have defined objectives that clearly demonstrate the positive impacts that such an initiative will have on the earmarked Community.

CDPs and programmes must achieve at least one or more of the Strategic Outcomes listed in this CD Strategy.

Subject to the Strategic Objectives of the CD Strategy, SANRAL may provide socio-economic development support to Communities through the following CD initiatives:

### a) Road Infrastructure Projects

Implement or facilitate road infrastructure projects to improve Communities' safe access and mobility, and that may or may not link to the National Road Network.

### b) Road Safety Projects

Implement or facilitate road or other infrastructure projects to facilitate road safety on or near the National Road Network through:

- i) access management with the aim to create a balance between access and mobility, and/or
- ii) any other means such as traffic calming, non-motorised transport facilities and ancillary services.

### c) Public Transport Amenities

Implement or facilitate public transport enabling facilities or infrastructure to enhance access and mobility on or near the National Road Network.

### d) Training and Skills Development Programmes

Provide SAQA accredited training and skills development programmes that lead to recognised qualifications to enhance the employability of individuals and that will benefit the Community overall.

### e) Professional Services

Provide professional services to plan for the design and implementation of road and road or transport related community infrastructure.

### f) Partnerships with Public/Private/Academic Institutions

Collaborate with public, private and academic institutions to facilitate, and/or support, and/or enhance training and skills development programmes.



# SCOPE: COMMUNITY DEVELOPMENT STRATEGY

## **g) Environmental Projects**

Implement or facilitate environmental type infrastructure and/or other solutions, such as vegetation management, erosion management, greening projects, etc., within Communities to promote environmental sustainability and community cohesion.

## **h) Build Environment Projects**

Implement or facilitate build environment type infrastructure that supports training and development programmes and/or that are to be repurposed for the use of the Community on completion of conventional SANRAL projects.

## **i) Economic Development Programmes**

Implement or facilitate multi-faceted initiatives that can be a combination of local investment, business node development, stimulation of local economic activity, training and skills development programmes and employment opportunities.

## **j) Basic Services Infrastructure**

Provide, or facilitate the provision of, basic services infrastructure which may be required because of disruption by, or the impact of, SANRAL's operations within a Community.

## **k) Social Infrastructure**

Upgrade, or facilitate the upgrading, of social infrastructure which may be required because of disruption by, or the impact of, SANRAL's operations within the Community.

## **l) Social Support Programmes**

Facilitate or support non-engineering social need(s) identified within a Community which is not detrimental to the Community's livelihood. Such interventions may range from generic training needs to the support of Community institutions.

## **m) Early Childhood Development (ECD) Programmes**

Implement or facilitate ECD programmes in partnership with the relevant government departments.

## **n) Corporate Social Investment (CSI) Programmes**

Facilitate or support Corporate Social Investment (CSI) programme commitments of SANRAL's Service Providers or initiated by the private sector.

The outcomes of CSI programmes undertaken by service providers, and that impacts on SANRAL's operations or the National Road Network must be in line with the CD Strategy.

If Community needs are beyond the scope of SANRAL's mandate, such projects may be implemented or its implementation may be facilitated, in collaboration with the relevant government department or other public or private sector entities through partnerships

# SCOPE IMPLEMENTATION GUIDELINE

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# SCOPE: IMPLEMENTATION GUIDELINE

## COMMUNITY DEVELOPMENT PROGRAMMES AND PROJECTS

### IDENTIFICATION AND IMPLEMENTATION GUIDELINE

1. This communication has reference to the Community Development Strategy 2020 to 2025, effective 01 April 2020, EDMS#4484649v7.
2. Section 6 (p5) in the Community Development Strategy lists the types of programmes/projects that may be executed as Community Development Programmes/Projects (CDPs). Each of the listed CDPs has a short description that elaborates on what the CDP entails. An extract is attached as Annexure A for ease of reference.
3. It should, however, be noted that SANRAL funds may only be utilised in terms of the Agency's mandate which are clearly described in the SANRAL Act, i.e. The south African National Roads Agency Limited and National Roads Act (Act 7 of 1998). An extract of the relevant clauses is attached as Annexure B for ease of reference.
4. To ensure adherence to SANRAL's mandate the list of CDPs below has been compiled, which CDPs may be executed and/or implemented by utilising SANRAL funding. The relevant SANRAL Act clauses are also provided.
5. Irrespective of the contents of this guideline, any Community Development Programme or Project must be approved by the relevant SANRAL Bid Specification Committee and must appear on the approved Annual Procurement Plan.

#### a) Roads Projects

- i) Upgrade of existing or construction of new access roads.

##### Clauses 25 (1) and 26 (w):

- a. In cases of ribbon development where communities residing in proximity to the National Road creates informal and/or unsafe accesses to the National Road, these accesses may be closed and:
  - i. an existing gravel community access road may be upgraded to surfaced standards, or
  - ii. a new community access road may be constructed that leads to a safe and formal intersection which gives access to the National Road.

##### Clauses 25 (1) and 26 (w):

- b. If a traffic impact study of an existing or newly constructed National Road indicates that the road impacts on the mobility of communities residing in proximity to the National Road or impacts on their access to the National Road,
  - i. an existing gravel community access road may be upgraded to surfaced standards, or
  - ii. a new community access road may be constructed to improve the community's mobility and access to the National Road.

# SCOPE: IMPLEMENTATION GUIDELINE

## Clauses 25 (1) and 26 (w):

- c. If a traffic impact study indicates that the upgrade of an existing National Road, or construction of a new National Road, will attract non-motorised transport users, public transport users, or local road users to the extent that it will impact negatively on the safe operation of the National Road,
  - i. an existing gravel community access road may be upgraded to surfaced standards, or
  - ii. a new community access road may be constructed to accommodate these road users and ensure the safe operation of the National Road.
- ii) Construction of by-passes and haul roads.

## Clauses 25 (1) and 26 (w):

- a. In cases where a SANRAL project requires the construction of a temporary by-pass or a haul road, the by-pass or haul road may be positioned and constructed to surfaced standards for subsequent utilisation by the community on completion of the SANRAL project.

## **Notes:**

1. Based on factors such as safety, mobility, accessibility, topography or any other warranted reason, the roads listed in clauses a) i) and a) ii) above may
  - 1.1 be constructed within the National Road reserve or outside of the National Road reserve,
  - 1.2 be parallel or perpendicular to the National Road, or
  - 1.3 form a left-out/left-in slip or ring road,as long as it serves the purposes mentioned in these clauses.
2. If an access road is upgraded or newly constructed as listed in clauses a) i) or a) ii) above and it is an asset, or will become an asset, of another road authority, a Memorandum of Understanding must be entered into with such road authority prior to commencement with any work related to such road.

## **b) Road Safety Projects**

- i) Construction of pedestrian walkways.

## Clauses 25 (1), 26 (e), 26(i) and 26 (w)

- a. If a traffic impact study or a road safety assessment of the National Road identifies the need for pedestrian walkways to improve the safety of pedestrians and road users, such walkways may be constructed.
- b. If a traffic impact study or a road safety assessment of the National Road identifies the need for other non-motorised transport facilities, in addition to pedestrian walkways to improve road safety, the pedestrian walkways may be of such a width that it accommodates multiple types of non-motorised transport users, e.g. pedestrians, cyclists, and livestock pulled carts.



# PRINCIPLES AND CHARACTERISTICS OF COMMUNITY DEVELOPMENT PROJECTS

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**CD projects are TRAINING and DEVELOPMENT Programmes.**

**CD projects are NOT intended to keep lower graded CIDB contractors occupied.**

**The infrastructure constructed is only the means to facilitate training and development.**

# PRINCIPLES

- ❑ Implement ***training and developmental*** programmes:
  - Community and labour wellness programmes,
  - Community and labour skills development programmes,
  - Training offerings (generic, technical, entrepreneurial), and
  - Promote Targeted Enterprise utilization and development.
  
- ❑ Implement ***economic empowerment*** programmes:
  - Establish local economic opportunities, e.g. local manufacturing and supply,
  - Support local economic initiatives, e.g. local manufacturing and supply, and
  - Introduce Targeted Enterprise development and support programmes.
  
- ❑ Construct ***infrastructure and facilities*** to promote safety, access and mobility:
  - Access roads and intersections,
  - Non-motorised transport facilities, and
  - Public transport facilities.

# CHARACTERISTICS

- ❑ CD Projects are focused on addressing the:
  - developmental,
  - safe access and mobility, and
  - socio-economic needs of vulnerable Communities.
  
- ❑ These characteristics include the following:
  - It is structured to promote Community ownership of the programmes.
  - It is fundamentally skills development and training programmes.
  - It prioritises Target Groups based on Community demographics.
  - It gives preference to the contracting of local Targeted Enterprises.
  - It gives preference to the employment of local Targeted Labour.
  - It gives preference to the procurement of local material, plant and services.
  - It promotes labour enhanced construction methodologies as far as it is feasible.
  - It provides infrastructure that enhances the livelihood of Communities.



# CATEGORIES AND MODELS

Independently  
Identified CD  
Projects

Labour Based

TE Based

Outcomes Based

Associated with  
Conventional  
Projects

Labour Based

TE Based

Outcomes Based

# CATEGORIES

## ☐ Independently Identified CD Projects:

- Are identified by SANRAL's Community Development Specialists and Project Managers through interaction with local communities.
- When a safety, access or mobility concern has been identified, but a conventional project is not scheduled in the area in the near future; or
- To train and develop local TEs and Labour to enhance their ability to partake in conventional projects scheduled for the near future.

## ☐ Associated with Conventional Projects:

- Are identified by SANRALs Consulting Engineers and Project Managers during the design phase of road projects.
- To address the safety, access, mobility and socio-economic challenges of communities residing in the areas in which SANRAL operates.
- To enhance the utilization and development of TEs in the CIDB 1 to 4 categories in road projects.

# MODELS

## ❑ Labour Based

- Typically suited to very rural areas where it is not feasible to develop TEs, i.e. there is no or little sustainable economic activity.

## ❑ Targeted Enterprise Based

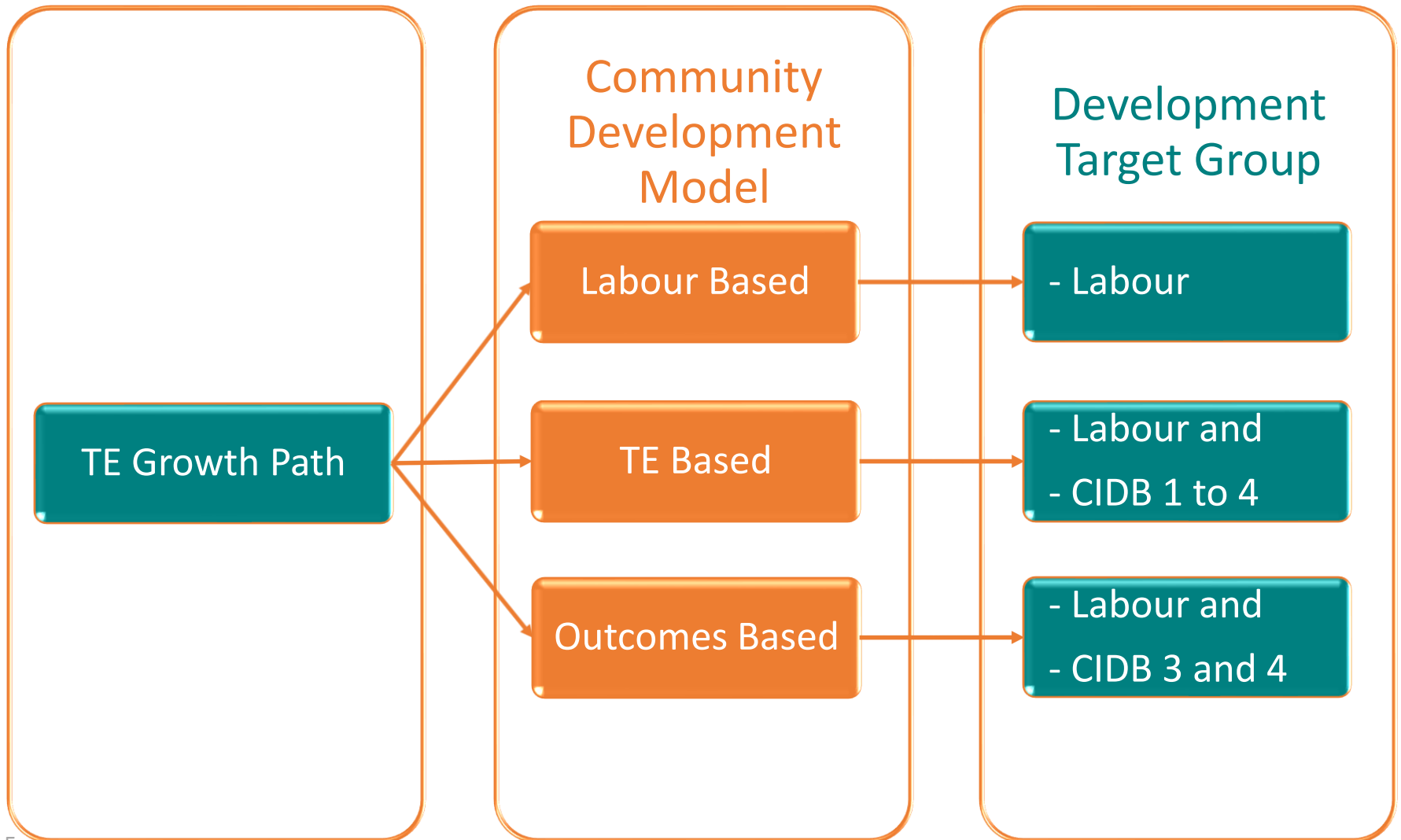
- Local TEs and Labour are selected via an agreed selection process and receives SAQA accredited, NQF Level 2 to 4 theoretical and practical training.

## ❑ Outcomes Based

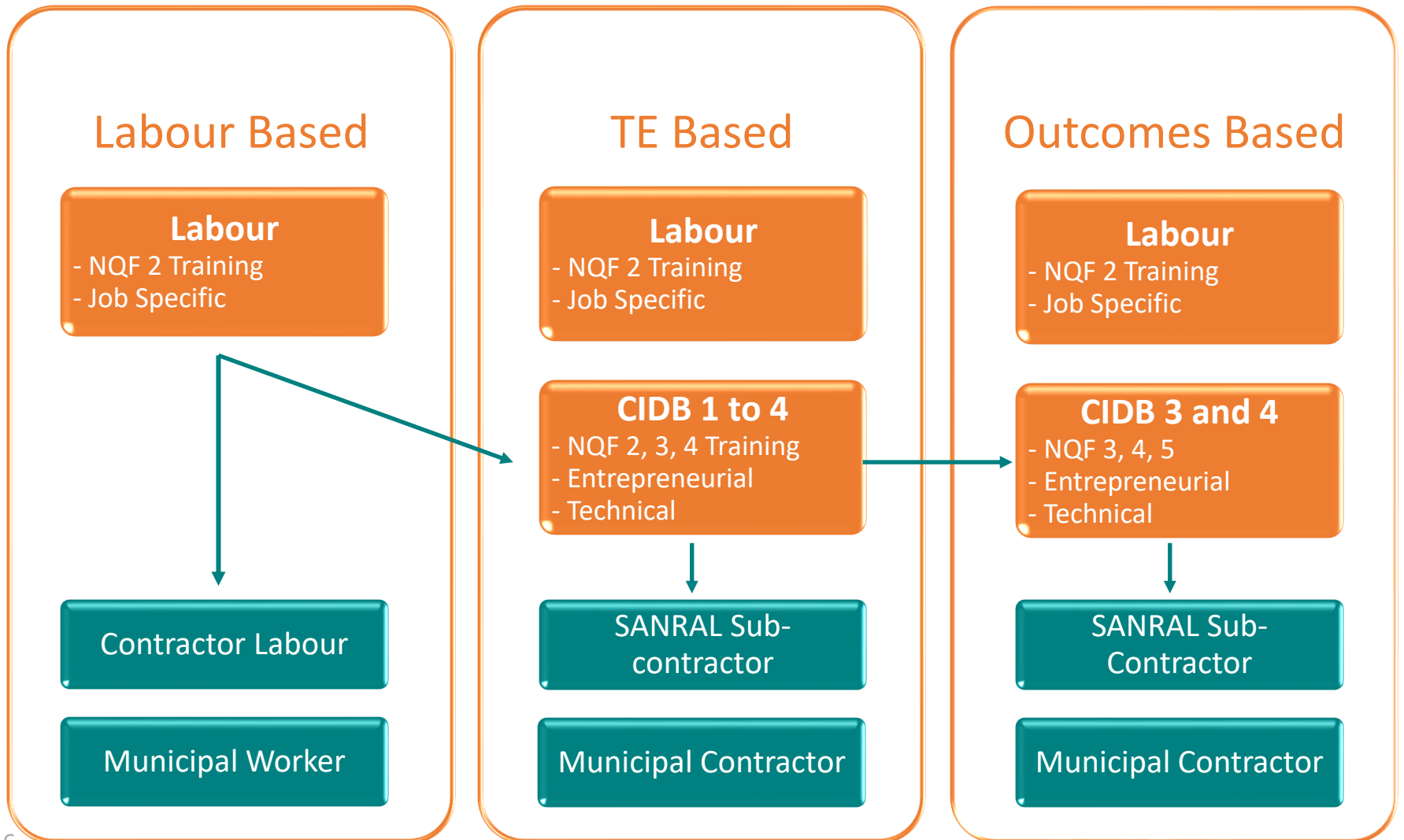
- TEs trained in a previous CD project are afforded the opportunity to partake in a follow-up project to promote their further development and sustainability.



# DEVELOPMENT AND TRAINING MODELS



# DEVELOPMENT AND TRAINING OUTCOMES



# APPROVAL, PROCUREMENT AND PAYMENT PROCESSES

- Identify CD Project.
- Obtain scope approval (BSC).
- Register and obtain project number.
- Obtain budget approval (Board).
- Add to Annual Procurement Plan.
- Appoint Consulting Engineer (CD Proforma).
- Appoint Training and Construction Manager (CD Proforma).
- Payment via normal fee account and payment certificate procedure.



# CONTRACTUAL ARRANGEMENTS FOR CD PROJECTS

- SANRAL lets a tender and appoints a Consulting Engineer.
- SANRAL lets a tender and appoints a Training and Construction Manager (TCM).
- TCM tenders for training, mentoring and management of the project.
  - Schedule A – Training and Mentoring (30% subcontracting to TEs)
  - Schedule B – Construction (80% subcontracting to LTEs)
  - Schedule C – Stakeholder Management (30% subcontracting to TEs)
- Works is constructed by LTEs.
  - Management type of contract.
  - Practical component of training programme.

# TRAINING, DEVELOPMENT AND CONSTRUCTION

- A PLC is established, and selection criteria is agreed.
- LTEs (CIDB 1 to 4) are appointed according to the agreed selection criteria.
- LTEs are selected from the local community, within the limits of the project area.
- LTE owners and their supervisors receive theoretical and practical training.
- Training typically comprises a full learnership, SAQA accredited, NQF levels 2, 3 and 4.
- LTEs price a BoQ (simulation tender) for work packages as a practical exercise.
- These rates are reviewed and agreed in the classroom.
- LTEs construct their work packages at the rates agreed but under mentorship of TCM.
- 80% of the work is constructed by the LTEs under the mentorship of the TCM.
- 20% of work, e.g. roadbed preparation, conducted by the TCM.
- 40% of labourers are to be woman; 40% of labourers are to be youth.
- Construction of the works is supervised, monitored and managed by the TCM.
- As far as it is feasible, plant and material are procured from local sources.