

**PRINCE ALBERT ASSET MAPPING AND NEEDS ASSESSMENT  
PROFILE**

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# **Chapter 1: Background and Context**

## **1.1 Introduction**

The needs assessment and asset mapping profile of the Prince Albert municipal area is a project situated within the Stellenbosch University Good Governance Forum Prince Albert Social Laboratory. The information presented in this report is meant to act as baseline data with the main aim to inform and direct future socio-economic development efforts by the Prince Albert Municipality. The mapping/scoping of both formal and informal networks could inform the Municipality's IDP process and also highlights a number of possible synergies and/or projects that could enhance social entrepreneurship and innovation in the municipal area.

The purpose of this chapter is to set the context for the findings and recommendations presented in the chapters to follow. This is done by firstly stating the research aims, objectives and deliverables. There after follows a description of relevant demographic and socio-economic characteristics of the municipal area.

## **1.2 Research Aims and Objectives**

The primary aim of this project is to determine the assets and needs within the communities of Prince Albert, as well as possible vulnerabilities that should be considered in the development and planning of future socio-economic development initiatives. The specific research objectives in this study are:

1. To compile a brief community profile of each of the three communities served by the Prince Albert Municipality.
2. To determine what assets (agencies/organisations, processes), both formal and informal, exist in these communities, and to establish their role in addressing community needs.
3. To determine the vulnerabilities inherent within the community that are hampering development.
4. To draw up a database of the formal and informal agencies active in the area.
5. To present possible projects that could enhance social entrepreneurship and innovation.

### **1.3 Project Deliverables**

Informed by the project aims and objectives, the research report presents the following deliverables:

1. A brief community profile of the community residing in the Prince Albert Municipal area as represented in the towns of Leeu Gamka, Prince Albert and Klaarstroom;
2. The assets (agencies/organisations, processes), both formal and informal, that exist in these communities, and to establish their role in addressing community needs;
3. The vulnerabilities inherent to the communities;
4. A database of the formal and informal agencies active in the areas;
5. An overview of any dormant and/or new networks or projects that could be considered for further investigation based on viability and implementation value.

### **1.4 Demographic overview of the Prince Albert Municipal Area, 2001 – 2011**

The Prince Albert municipality covers an area of 8 153km<sup>2</sup>. Situated in the Central Karoo District, this municipality incorporates the towns and surroundings of Klaarstroom, Prince Albert, Prince Albert Road and Leeu Gamka.

Considering the local population dynamics, the Prince Albert municipality is constituted of a majority Coloureds (85%), followed by a smaller White (12%) and minority Black (3%) residents (2011 Census data). In 2011 the population of the Prince Albert Municipal area stood at 13 011, representing a 2,4% annual growth since 2001 (Table 1). With the exception of the rural areas surrounding Prince Albert (Prince Albert NU), which showed an annual decrease (-0.54%) in population size since 2001, all the other towns experienced an annual growth with Klaarstroom the strongest (16% per annum) [table 1].

**Table 1: Population size and growth, 2001-2011**

	Black		Coloured		White		Total		Annual pop growth rates
	2001	2011	2001	2011	2001	2011	2001	2011	2001-2011
<b>Leeu Gamka/ Bitterwater</b>	30	111	2096	2493	3	63	2129	2667	2.53
<b>Prince Albert</b>	42	156	4425	6045	749	795	5216	6996	3.41
<b>Prince Albert Road</b>	103	87	2376	1998	446	681	2925	2766	-0.54
<b>Klaarstroom</b>	3	6	140	561	81	15	224	582	15.98
<b>Total</b>	178	360	9037	11097	1279	1554	10494	13011	

Source: 2001 and 2011 Census data

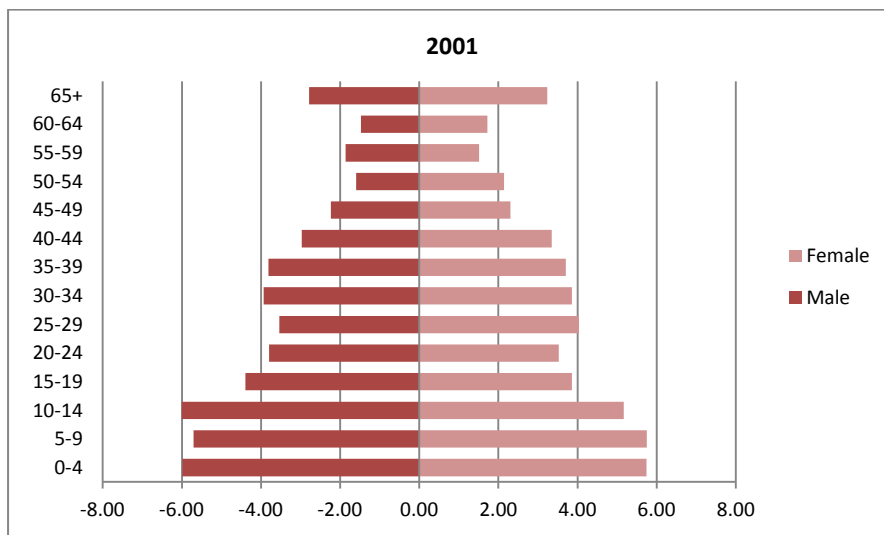
Considering the gender and age distribution of the population within the Prince Albert Municipality, Figures 1a and 1b presents an illustration of the distribution as it stood at the time of the 2001 and 2011 Census's respectively. Population pyramids are used to analyse the growth or decline observed in fertility, mortality and migration rates within a defined geographic space. These graphs are useful in that they provide information pertaining to the growth trends of communities, as well as the age and gender distribution, all aspects that are crucially important to consider in the planning of service delivery and socio-economic development initiatives. Although population pyramids are unique, most can be categorised into three prototypical shapes: expansive (pyramid shape illustrating a young and growing population), constructive (upside down pyramid shape, illustrating an elderly and shrinking population), and stationary (box shaped, illustrating little or no population growth) [Boucher, 2016]<sup>1</sup>.

The population pyramids for the Prince Albert Local Municipality illustrating the growth dynamics as it was at the time of the 2001 and 2011 Census's respectively are presented below. The first important observation when comparing the pyramids from the two time periods is the apparent shift in growth dynamics. The pyramid representing the population as it was at the time of the 2001 represents an expansive pyramid, indicative of a young and growing population represented by a broad base and a typical and narrower top. At that time the population consisted mostly of young children (0-14 years of age), a middle age group (30-39 years of age) and an elderly age group (65 years and older).

<sup>1</sup> Boucher, L., 2016. What are the different types of population pyramids?, *Population Education: A program of Population Connection*, <https://www.populationeducation.org/content/what-are-different-types-population-pyramids>

The population pyramid illustrating the gender and age distribution of the municipal population as it was at the time of the 2011 Census looks somewhat different compared to the 2001 pyramid. Although not a full stationary pyramid, the observed age and gender distribution at the time of the 2011 Census do suggest a lower fertility rate compared to 2001 with an increase in population size stability, particularly pertaining to the 15 to 29 age group. Whereas in 2001 this group declined rather strongly, the 2011 data shows this group as much more consistent in its representivity. All this does suggest that since 2001 the Prince Albert Municipal area has moved from a growing community to a community illustrating more stable growth trends, characterised by a slower fertility and mortality and / or out-migration rate. From the fieldwork conducted it would seem that this observed stabilisation is due to slower out-migration trends, rather than lower mortality. It was noted from the interviews that young people mostly tend to remain in the community and not move away, primarily for financial reasons and limited options to further their education elsewhere. One consistent trend for both time periods is, however, the constantly large portion of the total population consisting of those aged 65 years or older. This strong representation is clearly an indicator of older persons moving to this area in their retirement age.

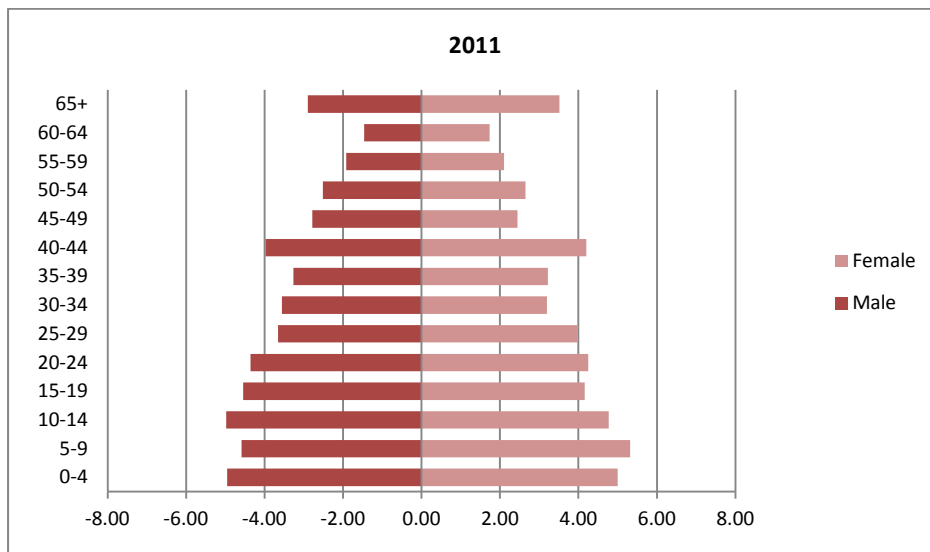
**Figure 1.1a: Population pyramid, 2001**



**Source: 2001 Census**



**Figure 1.1b: Population pyramid, 2011**

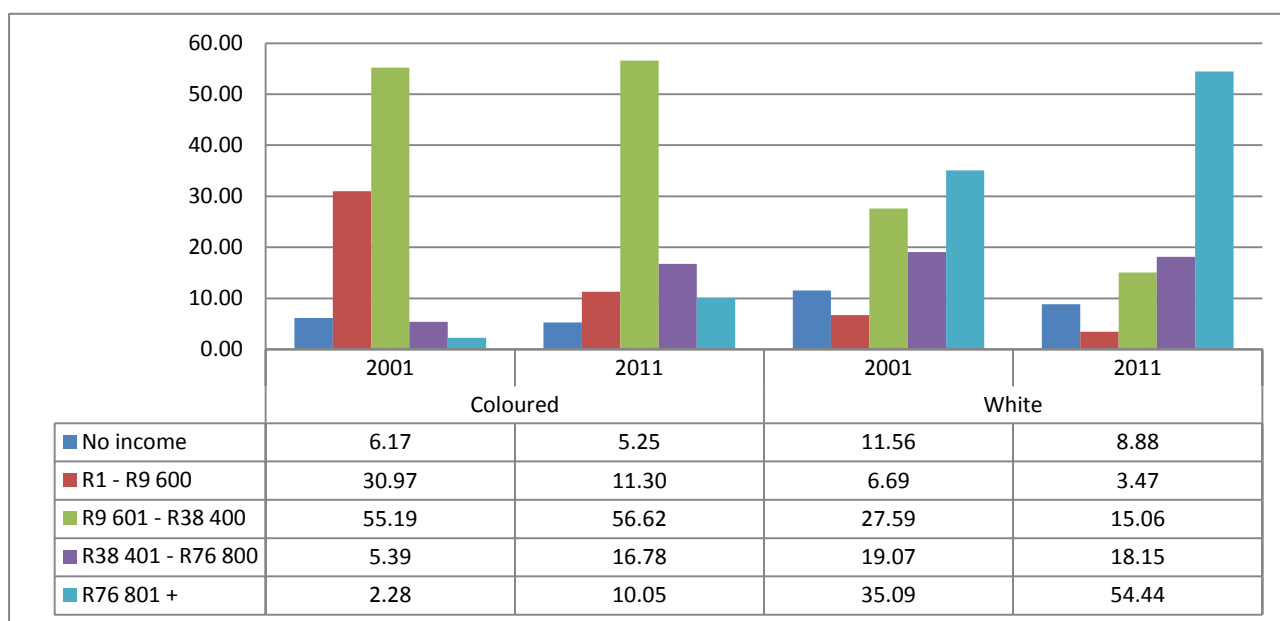


**Source: 2001 Census**

According to 2011 Census data, the employment rate in the Prince Albert municipal area was 86% at the time of the survey. This static should, however, not be viewed as a comprehensive reflection of the financially secure state of the average household within this municipal area. For a more comprehensive understanding of household's economic context, it is necessary to also consider the nature of household income levels. This will give a more accurate picture of real financial situation that these household find themselves in.

This point is forcefully illustrated in the case of the Prince Albert municipal area when analysing both employment status and associated income levels. Although the area exhibits very high employment rates, annual income levels for the majority of households are generally very low. At the time of the 2011 Census, 86% of households reported a monthly income of R3 200 or less, of which 31% had a monthly income of R800 or less. Note that household income does not only refer to income derived from employment, but reflects the sum of all sources of income (e.g. grants).

**Figure 1.1: Household income, 2011**



Source: 2001 and 2011 Census data

Comparing the trends in educational status for the communities within the Prince Albert municipality as it was at the time of the 2001 and 2011 Census’s respectively, it is somewhat disconcerting to note the consistent increase in the number of individuals who have not completed their high school education. Particularly with respect to the 20-29 age group, this trend is worrying since this suggests an increase in the number of high school drop outs since 2001. On the other hand the data also shows an increase across all the age groups in the number of individuals that successfully completed their high school education.

**Table 1.2: Educational status**

	20 - 29 yrs		30 - 39 yrs		40 - 49 yrs		50 - 59 yrs	
	2001	2011	2001	2011	2001	2011	2001	2011
No schooling	2.62	1.54	5.90	2.41	18.16	7.31	30.48	16.71
Some Primary school	23.51	12.36	36.02	18.59	34.47	29.76	28.34	32.42
Primary school	12.84	8.71	11.24	12.91	10.96	10.88	6.15	6.98
Some High school	<b>41.92</b>	<b>44.80</b>	<b>31.93</b>	<b>38.21</b>	<b>21.49</b>	<b>29.25</b>	<b>14.57</b>	<b>18.70</b>
High School	15.85	23.17	7.76	19.10	7.54	10.54	7.89	10.22
Certificate/diploma with less than Gr 12	0.19	0.42	0.56	0.00	1.32	0.00	1.60	0.50
Certificate/diploma with Gr 12	2.68	2.67	4.53	2.75	3.95	3.06	7.35	3.49
Other higher degree	0.38	1.97	2.05	3.27	2.11	5.78	3.61	7.73

## Summary

The short demographic description presented in this chapter speaks to the first defined research outcome.

When comparing the data collected at the two Census periods, it is clear that the Prince Albert community is a continuously growing population. Comparing the data collected at the two periods, the analysis does, however, show somewhat lower fertility rates at the time of the 2011 Census than in 2001. The population is also shown as more stable, with youth (15-29 years) having a stronger representation at the time of the latter Census than the former. As indicated in the discussion, this trend should be interpreted as being the consequence of slower out-migration rates, rather than a change in mortality rates. Young people are said to remain in the community, rather than venturing outside. Poor economic conditions as well as low educational status are both constraining factors in this regard and contributing to this trend. The higher number (45%) of out - of - school youth (20-29 year old) that are illustrated to have dropped out of school at the time of the 2011 Census is particularly worrying. Only 23% of this age group completed their Grade 12 qualification in 2011. Although this is an increase of 5% since the 2001 Census, it is still very low and a critical aspect that needs to be addressed in any economic development plan.

## **Chapter 2: Research Design and Methodology**

### **2.1 Introduction**

The objective of this chapter is to present the research design and methodology that framed the data collection process for this enquiry. To this end, the chapter defines the research aim, describes the research aim and methodology and presents the process of data acquisition.

### **2.2 Research Aim**

The aim of this research is to collect information on individuals, voluntary groups, and formal institutions that are active in the communities of the Prince Albert Municipality. Subsequently the assets inherent to these communities will be mapped alongside the needs and vulnerabilities noted. Together this will be utilized to inform and guide further socio-economic development initiatives in the communities.

### **2.3 Research Population**

The research population for this study comprises the communities within the Prince Albert Local Municipality, specifically those residing in the towns of Prince Albert, Klaarstroom and Leeu Gamka.

### **2.4 Research Design**

Asset mapping is a developmental tool that moves the focus of programme development away from (traditional) needs-orientated solutions towards capacity focussed solutions. The former (traditional) approach mostly results in communities coming to think that their well-being depends upon being a client and recipient, i.e. the community perceiving themselves as people with needs that can only be met by outsiders. This thinking ultimately results in communities becoming primary consumers of services with no incentive to be producers of services (Kretzman & McKnight, 1996).

“Consumers of services focus vast amounts of creativity and intelligence on the survival-motivated challenge of outwitting the "system," or on finding ways -- in the informal or even illegal economy -- to bypass the system entirely” (Kretzman & McKnight, 1996:1)<sup>2</sup>.

In operational practice, this framework contributes to the development of more appropriate analytical tools that facilitate interventions, promoting opportunities as well as remove key obstacles (Moser, 2001)<sup>3</sup>. The alternative of focusing on programme development based on the capacities, skills, and assets of low-income communities, has been shown to result in projects that have a higher success rate in terms of sustainable community development. Providing assistance to communities to develop their own assets, provides the opportunity for the development of communities “from the inside out” (Kretzman & McKnight, 1993<sup>4</sup> and 1996).

Asset mapping is a valuable tool for extension agents, community leaders, economic developers, neighbourhood associations and any type of community intervention in that it:

1. identifies community resources
2. builds a foundation for strategic planning and implementation
3. deepens understanding of key regional systems and networks and,
4. becomes a catalyst for developing partnerships between community organizations

(Jakes & Miller, undated)<sup>5</sup>

Asset mapping is furthermore an important strategy for community development as it “seeks to uncover and expand the knowledge and skills of people in the community (Beaulieu, 2002:5). It supports the sustainable development of communities through the strengthening of community-based assets and the networks between community actors. Communities thus act as the primary drivers of their own development and not merely passive recipients of developmental initiatives.

**Asset mapping** as a research design allows for the simultaneous employing of qualitative and quantitative social scientific methods. In a research design where a mixed method approach is applied, the principle of triangulation applies. This principle refers to the ordering and interpretation of data secured from different sources and methods (including all evidence with a bearing on specific research questions to ensure valid, reliable and comprehensive answers to these questions).

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<sup>2</sup> McKnight, J.L., Kretzmann, J.P., 1996. *Mapping Community Capacity*, Institute for Policy Research, North Western University, A report of the Neighbourhood Innovations Network funded by the Chicago Community Trust.

<sup>3</sup> Moser, C.O.N., 2001. Reassessing urban poverty reduction strategies: The asset vulnerability framework, *World Development*, Vol. 26, No.1, pp.1-19, The World Bank, Washington DC.

<sup>4</sup> Kretzmann, J.P., McKnight, J.L., 1993. *Building communities from the inside out*, Chicago: ACTA Publications

<sup>5</sup> Jakes, S., Miller, M., undated. *Asset Based Community Development*, North Western University: Cooperative Extension, <https://communitydevelopment.ces.ncsu.edu/wp-content/uploads/2014/08/Asset-Mapping.pdf?fwd=no>

**Quantitative research** refers to the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. Quantitative analysis thus allows for the numerical representation and manipulation of observations for the purpose of describing and explaining phenomena that those observations reflect (Babbie, 1998,<sup>6</sup>; Given, 2008,<sup>7</sup>). For the purpose of this research study, quantitative data analysis will rely on the analysis of secondary data available from Statistics South Africa. Analysing Census data from 2001 and 2011 will allow for comparative analysis pertaining to specific demographic indicators regarded as of particular importance for the purposes of development planning.

Whereas quantitative research and analysis refer to the numerical representation of observations with the purpose of generalisation or determining trends, **qualitative research** refers to the non-numerical examination and interpretation of observations for the purpose of an in-depth understanding and discovering of underlying meanings and patterns of relationships. Pope and Mayes (1995) defines qualitative research as the “Development of concepts which helps us to understand social phenomena in natural (rather than experimental) settings, giving due emphasis to the meanings, experiences, and views of the participant”<sup>8</sup>. In other words this approach helps the researcher to understand local experiences, conditions and situations in the way that local people do.

Qualitative information normally requires an ideographic approach<sup>9</sup>, which implies the following:

- One or a limited number of cases or events studied at a time.
- “In depth” and an “insider” understanding of and perspective of events or cases in terms of the relationships between the constituent components of the phenomenon.
- Interpretation within context.
- Incorporating a multitude of factors, including the “accidental”.
- Full representation of the event / case under investigation.
- Adequacy of explanation judged on grounds of comprehensiveness, i.e. inclusion of all data relevant to event / case under investigation.

In a qualitative design<sup>10</sup>, as in the one proposed here, **methodological criteria** for understanding an event / case / situation differ from a quantitative design in the following respects:

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<sup>6</sup> Babbie, E., 1998. *The Practice of Social Research*, Wadsworth Publishing Company: a Division of International Thomson Publishing Inc.

<sup>7</sup> Given, L. M, 2008. *The sage encyclopedia of qualitative research methods*, Los Angeles, Calif: Sage Publications.

<sup>8</sup> Pope, C., Mayes,N., 1995. Qualitative Research: Reaching the parts other methods cannot reach: an introduction to qualitative methods in health and health services, *BMH*, Vol. 311:42-45.

<sup>9</sup> Adapted from: Groenewald, J P. *Social Research: Design and Analysis*, 1986, University Publishers, Stellenbosch

- **Representation in qualitative research:** An explanation is judged as adequate on the grounds of comprehensiveness and data saturation. The relevant aspects of the project under scrutiny need to be presented as extensive/complete as possible. This requires a definition of a set of criteria for selection and the intentional/ purposive selection (i.e. sampling) of respondents on the grounds of meeting these criteria. Applied to the current study, it implies intentional selection of respondents.
- **Credibility:** Compatibility between constructed realities in the minds of respondents and those that are attributed to them. This is referred to as internal validity.
- **Transferability:** Findings applicable to other contexts or with other respondents. Need for “detailed description” (sufficient detail) and how purposive sampling is done. This is referred to as external validity.
- **Dependability:** Is the design replicable, and what are the chances that other researchers will reach the same findings? (Interpreting reliability).
- **Confirmability:** Objectivity in qualitative terms, the likelihood of another researcher using the same method and framework arriving at the same conclusions.

Through the utilization of both the quantitative and qualitative research approaches, representing different aims, foci and strengths, the principle of triangulation, that is, the incorporation of both these designs in a single study, will allow for a multi layered and nuanced description and much richer understanding of the phenomena under observation.

The consultant group further argued that an enquiry of this nature must be **participatory** in approach. Essentially **Participatory Action Research (PAR)** is a research method that closely involves relevant parties (i.e. local communities) actively examining their current situations or action as a collective in order to come to an accurate understanding of their situation by them discovering how “their world works” and thus are able to draw valid conclusions. The consultant group therefore actively involved, as far as was practically possible, as wide a range of stakeholders in the research design and implementation.

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<sup>10</sup> Earl Babbie and Johann Mouton, 2001. *The Practice of Social Research*. Oxford University Press, South Africa. pp 274 – 278

## **2.5 Research Methodology and Data Sources**

For the purpose of this study, quantitative data analysis is based on secondary data sources, particularly Census data collected in 2001 and 2011.

Qualitative data collection and analysis consisted of (1) focus group discussions and, (2) in-depth face to face interviews. Focus group discussions and in-depth interviews were conducted with purposefully (strategically) selected sub-sectors of the community including key stakeholder groups. These discussions were semi-structured in nature and facilitated by the two project leaders. The discussions were structured along the three themes;

1. What are the main assets (networks, structures, organisations, etc) in the community?
2. What are the main challenges experienced and vulnerabilities inherent to the community?
3. What are possible strategies, projects, interventions that could address and find solutions to these challenges and vulnerabilities?

To ensure quality data that is reliable and true, extensive, detailed notes were taken during the discussions by all parties and compared before finalisation and analysis.

## **2.6 Data collection process**

Data was collected in three separate visits. The first was a three day visit (28 February to 2 March 2017) where the research team facilitated three community discussion events in the three communities. This was followed by two five day visits, i.e. from 17 to 21 April and 15 to 19 May 2017. During the total data collection phase, 3 community conversation sessions were facilitated and 22 in-depth interviews and, 7 focus group discussions were held. All these discussions were captured in great detail by the research team, compared and verified for reliability and quality purpose.

## **2.7 Summary**

The data collection and enquiry phase was informed and structured within the asset vulnerability framework. The focus of this enquiry was to collect information that would generate data that would allow for the promotion of opportunities as well as identify key obstacles and vulnerabilities inherent to the communities that constitute the Prince Albert Municipality. Towards this end



quantitative data analysis drew on data collected during the 2001 and 2011 Census, conducted by Statistics South Africa.

Primary, qualitative data was collected by the research team by means of in-depth face-to-face interviews and focus group discussions. The utilization of both quantitative and qualitative research approaches, allowed for the incorporation of both these designs in a single study (triangulation) which allowed for a multi layered and nuanced description and understanding of the phenomena under observation. Furthermore, the researchers purposefully involved and relied heavily on the contribution of local community participants in creating an environment where they could actively examine their own situation and realities in order to ensure that valid conclusions are drawn. To this end a wide range of stakeholders was involved in the research design and implementation.

## Chapter 3: Findings

### 3.1 Introduction

The enquiry was conducted in two phases. The first consisted of community discussions facilitated in the three municipal towns. The second comprised a number of in-depth interviews with key stakeholders and community members identified as important role players in the respective towns. Focus group discussions were also conducted during this phase in the three towns with both the elderly and youth, the latter representing both in-and out of school youth.

As mentioned earlier, the objective of the community discussions was to move beyond a mere list of socio-economic ills and concerns, in order to avoid a typical ‘moan and groan session’. Rather it aimed at moving participants to a space where challenges can be seen within the context of positive attributes of the community, together with the realisation of their inherent capacity to address some of the issues mentioned. To this end, the discussion was structured along three themes;

1. What is good in the community?
2. What is bad in the community?
3. What can be done to make things (that are bad) better in the community?

The findings from these discussions were summarised in a report titled “Prince Albert Community Conversations”, March 2017. Although the content of this report will not be repeated here, some general observations from these discussions are incorporated in this report.

The second phase of the research focussed on two objectives; (i) to develop an understanding of the social capital and networks active within the three municipal towns that constitute the focus of this study and, (ii) to identify the need for interventions focussing on both social and economic aspects. Owing to the similarity and overlapping nature of issues uncovered within the three towns, the discussion below will present the findings in an integrated fashion and in terms of collective themes. Aspects that are particular to a specific town, however, are highlighted as such.

## **3.2 Discussion and Findings**

The focus of the research design and methodology applied in this study was to identify both assets and vulnerabilities inherent to the communities within the Prince Albert Municipal area. Subsequently the findings presented here will firstly present the assets, where-after the vulnerabilities or gaps will be discussed.

### **3.2A Assets within the three communities**

A consistent feature and valuable asset base in all three communities is the facilities and infrastructure provided by government agencies and NGOs. All three communities have access to a library, e-centre, clinic, crèche(s), primary school(s) and, are well served by a well-managed municipality. The dedicated commitment of the municipality to service the communities living within the Prince Albert Municipality is a strong asset that is clearly generating dividends with respect to the development and sustainability of these communities. Another strong asset within these communities is the close social networks that exist between community members. Since the communities are small and demographically stable, community members are well acquainted with each other, which provide a context for community mobilization as well as for personal care and support.

An asset specific to the towns of Prince Albert and Klaarstroom is the pristine setting of these towns. Situated in the Karoo these two towns offer much for tourists, artists, outdoor adventurist and those that want to escape to a tranquil setting. Both towns are situated at the foot of the Swartberg Mountain range, a World Heritage Site and part of the Cape Floral Kingdom, boasting the greatest number of plant species, particularly fynbos, in the world. Passing Klaarstroom the traveller enters Meiringspoort, a beautiful gorge through the Swartberg Mountain range, linking the Groot and Klein Karoo.

When considering the three towns, Prince Albert presents the strongest asset base compared to Klaarstroom and Leeu Gamka. This is particularly owing to the well-educated and well-connected populace found specifically in the southern part of the town. It is however also from these individuals that a large number of initiatives, programmes and projects have been initiated to build the poorer Northend community. The town has also become known as a popular tourist destination. In addition to the support based in the southern part of the town, the northern end of the town, where the majority of the Coloured (and more vulnerable) community live, is also home to a number

of individuals who exhibit strong leadership skills and who are providing social support in different capacities. Other than the facilities mentioned above, Prince Albert also has a high school, hospital and an economic centre strongly driven by tourism and a small industrial centre.

Although Klaarstroom also has access to a well-educated and connected group of individuals, this group is much smaller compared to Prince Albert. During interviews, it also became clear that this asset, although limited, could sooner be harnessed within the framework of a development strategy for the vulnerable community in Klaarstroom. In general, the community in Klaarstroom presented strong social cohesion based on established social networks within it. Another asset is the town's setting along the N12, a road used particularly during the holiday season by long distance travellers. The town also has established links with De Rust (High School which most of the Klaarstroom youth attend) and Prince Albert (Municipal seat).

Of the three communities, Leeu Gamka stood out as having the smallest asset base. In general, the community displayed significant negativity and anger and a general feeling of being ignored by all service providers. It was also the town that proved the most difficult in terms of gaining access and cooperation. In spite of this, it was clear that there is some strong social support pockets present, maintained by strong individuals within the community. Another three assets that need mention here are the bakery, although currently not in use, a privately owned mortuary and, the geographic position of the town along the N1, which does present an opportunity to draw from the many long distance travellers that use this road. These are assets that should be considered in a development strategy for the town.

## **A.1 Stakeholder list**

The table below presents a stakeholder list of those institutions, organisations and individuals that were found to deliver essential services and are involved in development initiatives or programmes in the three towns. The lists are presented separately for the three towns. Although an effort was made to compile a comprehensive list, this list should not be seen as exhaustive and must rather be viewed as a baseline list to be continuously expanded.

### A.1.1 PRINCE ALBERT

<b>ORGANISATIONS</b>		
<b>Government Sector</b>		
<b>Organisation</b>	<b>Contact Person</b>	<b>Contact number</b>
Prince Albert Hospital	Sister Gouws	023-541 1300
Prince Albert Municipality: Social Development	Anneleen Vorster	023-541 1320
Community Health Care Workers	Sister De Swart	023-541 1250
Community Development Workers	Benjamin Kok	023-541 1476/ 073 384 1957
E-Centre		023-541 1628
Department of Social Development	Cynthia	023 541 1725
South African Police Service	Sgt April; Inspector Jacobs	023-541 8000
Zwartberg High School	Mr Rickie MacKnight	023-541 1570 hszwartberg@gmail.com
Prins Albert Primary School		023-5411 980 head@palbert.wcape.schools.za

<b>NGO sector</b>		
<b>Organisation</b>	<b>Contact Person</b>	<b>Contact number</b>
Prince Albert Advice Committee (PAAK)	Mnr Lottering	079 444 7794 023-541 1340 (office)
POP Centre	Chandre	023-541 1078
Prince Albert Community Trust	Ingrid Wolfaart	083 631 2904
Depth Leadership Academy	Helene Smit	083 789 1453
Alcoholic Anonymous	John Broch	Jjhn783@gmail.com
Therapist for women and addictions	Jennie Myburg	084 499 6750
Service Centre for older people (sponsored by DSD)	Theresa Wagenaar	023-541 1320
BADISA	Melonie	061 299 7736

<b>Religious Sector</b>		
<b>Organisation</b>	<b>Contact Person</b>	<b>Contact number</b>
Shophar	Jackie and Renier	061 926 9605/ 081 412 9434
Feed the Nations (is a registered NGO to act as a place of safety, however, not fully functional)	As above	As above

<b>Community initiatives: Informal groups</b>		
<b>Organisation</b>	<b>Contact Person</b>	<b>Contact number</b>
Thursday Group	Zelda Koortz	082 574 0019
Women in Power	Joani Saterdagt	078 888 1992

Formal Civil grouping		
Prince Albert Cultural Society	Dr Judy Macquire	

PROJECTS-			
Skills and Economic Development Projects	Target group	Description	Contact Person
Pick a Piece	Children	Swopping recyclable materials for food and school items	Ellen Joubert
Beadz Project	Youth	Provide a workshop where youth learn to bead and so earn an income	Madelein Barnard
Karoo Handgemaak	Adult women	Making and selling of handmade goods	Ellen Joubert
Treintjies Rivier	Farm workers	Agricultural activities	Anneleen Vorster
Kids Club	4 -12 year olds particularly from Noordeind	Christian based activities every Tuesday	Jacque
Youth Club	12 -18 year olds, particularly from Noordeind	Christian based activities every Friday evening	Jacque
Recycling project	Town	Recycling of recyclable refuse – subsidised by municipality and CWP programme	Municipality
Prince Albert Rieldansers	Primary School youth	Dance Group	Alf & Denise Olsen

## A1.2 LEEU GAMKA

ORGANISATIONS		
Government Sector		
Organisation	Contact Person	Contact number
Clinic	Sister Frieslaar	023-521 2124
Library		023-521 2837
E-centre		023-521 2007
Ambulance Station		10777/ 023-521 2083
Leeu Gamka Police Station		023-521 8000

Formal Civil grouping		
Community Forum (not currently active)	Thea Barnard	073 248 9841

### A1.3 KLAARSTROOM

ORGANISATIONS		
<b>Government Sector</b>		
Organisation	Contact Person	Contact number
Clinic		023-541 1730
Library	Magdalena Michaels	076 076 9128
E-centre	Sam Fister	073 289 2211
<b>NGO sector</b>		
Organisation	Contact Person	Contact number
Service Centre for older people (sponsored by DSD)	Bremilda Ackerman	074 975 4407

### 3.2.B Vulnerabilities within the three communities

The vulnerabilities presented below are organised into three broad themes, encapsulating the overarching results emanating from the enquiry. The defined themes particularly address three spheres in the community that is; (i) the social environment, (ii) education and training and, (iii) economic environment. Although the findings are organised into these broad themes the inter-dependant and overlapping nature thereof will become overtly clear in the discussion to follow.

#### B.1 The social environment

The social environment for the greater part of all three towns can at best be described as challenging and in some parts depressed and down trodden. This is evident in high alcohol consumption, associated with an increase in assaults, domestic violence, high school dropout rates, resulting in general low level educational status, teenage pregnancies, a growing trend in child and elderly neglect, and a discernible general mood of hopelessness and despair in the communities. These social conditions and pathologies appear to be deeply embedded in an environment and context of chronic poverty and deprivation.

High alcohol consumption rates were reported in all three towns with respondents arguing that this trend is the direct cause of the observed increase in domestic violence, assaults and child neglect that includes malnutrition of babies. Another impact of increasing alcohol consumption rates is

expected high incidence of Foetal Alcohol Spectrum Disorders (FASD). FASD includes a range of disorders (mental, cognitive and physical) in children, which can be mild or severe and is a direct cause of consumption of alcohol by women during pregnancy.

Commenting on an observed rising trend in cases of assault treated at the Prince Albert Hospital, respondents from the hospital highlighted a clear increase in the severity of violence applied during these assaults; “Die geweld in gemeenskappe neem definitief toe – messteke raak nou bylkappe”. The high incidence of violence in the communities was confirmed by a SAPS official, listing assault as one of their primary reported complaints; “Aanrandings is een van die hoof klagtes – dit gaan hoofsaaklik met die gebruik van alkohol en dwelms gepaard”. From the interviews it is also clear that high levels of alcohol use increasingly coincides with drug abuse, particularly, but not limited to tik; “Daar is groot dwelmprobleme – nie net drank nie, maar ook tik ens”.

With regard to victim support, the need to evaluate and improve victim support services was highlighted in both Leeu Gamka and Prince Albert. In Prince Albert a specific need for places of safety, where children and women in immediate need can go to or be placed by a social worker, was indicated. Currently there are a few private households registered as places of safety. These services are, however, only accessible via a social worker, that involves a lengthy process, thus leaving stranded those with an immediate need for help.

Teenage pregnancy was highlighted by a number of stakeholders and community groups as an aspect of great concern, particularly in the communities of Prince Albert and Leeu Gamka, with the former town reported as recording the highest teenage pregnancy rate in the Central Karoo. Teenage pregnancy is a complex social phenomenon, which is often part of a life in poverty, a lack of future prospects and an absence of adult guidance. From the different discussions, it became apparent that a need exists for a focussed programme or intervention addressing this complex issue that involves both male and female youth.

Another aspect highlighted by a number of key stakeholders, is the high dropout rate of particularly high school learners. According to reports, the current dropout rate of high school learners in Prince Albert stands at approximately 55%. Although dropout rates for Leeu Gamka high school learners could not be determined, key informants and community groups, including youth groups, voiced strong concern regarding the large number of learners that drop out from high school. This issue seemed less severe in the Klaarstroom community. In focus-group discussions with youth, the reasons learners drop out of school were probed. From these discussions the following reasons were noted:



- Adverse conditions at home – some children are forced to leave school in order to find work to supplement household income;
- Lack of transport – this is a particular issue for the Leeu Gamka community. This community does not have a resident high school and learners have to attend high schools in either Prince Albert or Beaufort West. Apart from limited transport opportunities transporting learners to and from school, available transport is generally too expensive and unaffordable for most households. This results in learners having to hike along the N1 highway for a transport opportunity - a very dangerous and clearly unacceptable option.
- Safety issues in Beaufort West – pupils from Leeu Gamka are apparently regularly, robbed and assaulted on their way from the bus drop off point.
- Disinterested and arrogant attitude of learners – this was said to be particularly true for male learners who do not want to submit to the rules and discipline of either the school or their parents.
- Teenage pregnancy – evidently affecting mostly female learners, teenage pregnancy was indicated as a specific reason why female learners terminate their school careers prematurely. During a focus group discussion in Prince Albert with girls who did drop out of school due to pregnancy, these girls all indicated that they would like to return to school. This was, however, apparently not possible since they had no one to look after their babies, nor could they afford to pay someone to look after their babies while they are at school.

A striking characteristic that became evident in the conversations with youths in all three towns, is a general feeling of hopelessness with an overwhelming perceived inability to step out of their current circumstances. One important reason for this perceived vicious circle of perpetuating inter generational hopelessness and poverty, seems to be the lack of active input by parents, teachers as well as the broader community. There exists a desperate/urgent need for extended mentorship programmes, recreational activities specifically designed to build character and self-esteem in youth and, information programmes that will broaden their perspective regarding possibilities for their future.

In the focus group discussions with the elderly, with the exception of Klaarstroom, a general feeling of marginalisation was found, with older people feeling abandoned and ignored by their communities. This observation was especially apparent amongst the elderly in Leeu Gamka; “Selfs die ouer mense (volwassnes) in Leeu Gamka gee nie om vir die oumense nie”.

In the lives of the elderly, particularly the marginalised, service centres play an important role in providing a safety net, by providing meals, medical services, recreational activities and a general

quality of life. Service Centres is an initiative of the Department of Social Development, where registered centres are sponsored by the department to support its activities. If managed well, these centres can have a great positive impact on the lives of the elderly in providing essential support.

It was, however, disconcerting to find that none of the three towns had a fully functional service centre. Currently the centres in Prince Albert and Klairstroom provide meals to those older people who can afford to pay the monthly fee of R30 and are able to reach the centre where food is distributed on their own accord. No other support services or socialising opportunities are, however, provided.

In the Leeu Gamka community there is currently no functional service centre supporting the elderly. Although there was a centre in the past, the “Sweet Sixteen Club”, it does not exist anymore. There is a definite need to revive this centre as there is no other support system for the elderly in this community, particularly pertaining to assistance and support in food security; “Groot behoefte aan ‘n sentrum vir bejaardes. In die middel van die maand het hulle nie meer kos in hulle huis nie. Net dat hulle by die sentrum ‘n broodjie of ‘n ietsie te ete kan kry”.

A last matter of serious concern is– one that manifested as a consistent topic in all focus group discussions, interviews and general observations in the three communities - the issue of the breakdown in, or crumbling of, value systems in the communities. This theme surfaced in all discussions. Poor parent-child relationships, lack of respect towards elders and authority figures, child and elderly neglect, vandalism, littering, alcohol and drug abuse, etc. are all indications of a crumbling value system and thus social fabric.

An aspect that links to the above is a need to address the very foundations of the respective communities within the Prince Albert municipality structurally - the history, trauma, collective value, both good and bad of the respective communities and how the collective community can build a better social environment for all three towns on a shared set of values. The objective of such a process would be to obtain the buy-in of the broader communities within each town to live and act according to a shared set of values. These values must be promoted and spoken about in order to hold each other accountable to a vision of who and what the communities want to become. Such a process should result in practical ways to unpack the foundational realities within the communities, dealing with the root causes for current realities and divides. By finding common ground the respective communities can start to find initiatives that flow out of a shared vision and space.

## **B.2 Economic environment**

According to 2011 Census data the employment rate in the Prince Albert municipal area is as high as 86%. As indicated in Chapter 1, care should be taken not to interpret these high rates as being illustrative of economic security and material wellbeing since these statics are not a comprehensive and true reflection of the economic state of the average household in die vulnerable communities. Data portraying household income levels, and not that of individual workers, provide additional information that serves as a better indication of a household's economic context. This was illustrated in Chapter 1 where the household income levels as it was at the time of the 2011 Census, exposed the low average household income in the Prince Albert Municipal area, in spite of the high employment rate.

This state of affairs was confirmed in the interviews and focus group discussions where respondents described the economic environment they have to deal with in the Prince Albert municipal area as one of limited opportunities, with modest rewards. They are thus mostly dependant on government employment programmes such as the Community Worker Programme (CWP) and Expanded Public Works Programme (EPWP). Other available employment opportunities are located within the tourism sector and industry, private home owners, educational, government and agriculture sectors. Currently very few entrepreneurial projects exist that advance economic prosperity amongst the majority of poorer Coloured communities within the Prince Albert municipal area. In fact, the few projects that do exist are all situated in Prince Albert and were primarily initiated by individuals from outside the North-end community, effectively home to the Coloured community. In general it became clear that economically sustainable employment opportunities resulting in the economic upliftment of particularly the poorer Coloured households are presently limited.

From the various interviews it would appear that it is especially young people aged between 20 and 30 who are affected by this grim reality. Other than the obvious economic implications, i.e. unemployment, subsequent poverty and livelihood insecurity, this reality was also found to add substantially to a feeling of despondency, combined with a lack of positive future expectations evident among this age group. The omnipresence of poor economic opportunities in this municipal area, although not the sole reason, was found to also influence school going youth. Seeing their parents as well as other young people who have completed their school career, trapped in a poor socio economic situations they apparently are not able to escape from, seems to negatively impact on their motivation to complete their school careers or explore options for further study. In opting to drop out of school, these young people place themselves in a permanent economically disadvantaged situation, subsequently enhancing their vulnerability to high risk behaviour.

A factor that adds to the despondency amongst youth and often their low motivation to complete their school career, is limited prospects and opportunities that are realistically available for youth to embark on further study or skills training. Apart from existing economic realities and constraints, this situation is exacerbated by a number of additional factors, including a lack of relevant information on possibilities for further learning, lack of motivation and support from community based role models and of course economic realities. Then there are young people who exit the school system simply because they cannot cope with the academic work, sometimes owing to FASD, at other times owing to behavioural problems or substance abuse. These are all important aspects to consider when contemplating the future economic prospects of the Prince Albert municipal area.

Central to the future development of this municipal area is the existing skills level of its youth, which is currently perilously low, with 44% of its young people aged 20-29 that have not completed their Gr12 qualification. As illustrated above, this phenomenon is driven by both high dropout rates, specifically amongst high school learners and a lack of motivation, driven by a paucity of information and opportunity to engage in further educational or alternative skills training. Urgent and immediate intervention is needed to change this current state of affairs.

An aspect that on the one hand is caused and on the other deepened by poor economic security, is the debt trap households in poor communities often find themselves in. With monthly income not sufficient to sustain a household, members often opt to borrow money from unregistered money lenders (loan sharks or owners of home shops). Charging exorbitant rates of 50% and more these money lenders place the households in a permanent debt trap that only gets tighter and tighter and progressively intensifies the economic disadvantage of these households; “Huiswinkels sit ook rente by op leengeld – 50 sent op ‘n R1”. The issue of loan sharks or unregistered money lenders was raised as an aspect of great concern in interviews conducted in particularly Prince Albert and Leeu Gamka, with the Klarstroom community seemingly not much affected. In fact respondents in Klarstroom did not seem to have any knowledge of informal money lenders in their community.

The culture of money lending is often deepened by the inability by some households to manage their income; “Soos geld inkom so gaan dit weer uit”. The need to start programmes, i.e. financial literacy programmes, where vulnerable households are taught money management skills was highlighted in discussions in all three towns.

### **B.3 Education and training**

As indicated in the previous section, it is evident that a great need exists in the Prince Albert municipal area for education and training opportunities at all levels. The first level of education, where the basic principles of literacy and numeracy are ingrained, is located in Early Childhood Development (ECD) programmes focussing on children between the ages 3 – 5 years. This is followed by the primary school years where learners are prepared for high school through the building of a sound educational foundation for further education. Insufficiencies in any of the school phases or cycles, hamper the provision of quality education and have serious consequences for both the successful completion of the school cycle, as well as on the ability to progress to further learning and training opportunities that will translate into positive economic prospects.

One of the outcomes of educational insufficiency is learners that are not able to cope academically and consequently drop out of school. Given the high dropout rate currently experienced at high school level, it seems evident that better support is needed by all preceding phases (that is primary school and ECD levels) to ensure that learners entering the high school system are well prepared and able to deal with demands posed by the intermediate and senior education phases (Grade 8- 10 and 11- 12). The ill-equipped nature of Gr.8 learners, appears evident from the high failure rate (as high as 95%) experienced by local high schools in the entrance evaluation examinations written by these learners in the first two weeks of their high school career.

Children also leave the educational system because of their intellectual inability to cope with academic work. For these children it is important that training opportunities focussing on trade skills such as plumbing, carpentry, fitter and turner, mechanics and general handyman skills are available.

Finally a need was expressed by youths who successfully completed their Grade 12 certificates for opportunities for further study. Currently such opportunities mostly exist through learnerships. From the interviews, this lack of opportunity is not only due to a lack of funding, although this plays an important role, but also due to a lack of information on career and funding possibilities. Furthermore it was noted that youth who do manage to find a learning opportunity outside of their town of origin, tend to return within a few months without completing their studies. This was attributed to being overwhelmed by the experiences and demands set by 'the outside world' and an inability to cope with these, since generally these young people have had very little previous exposure to this.

## **B.4 Issues particular to the three towns**

### **B.4.1 Leeu Gamka**

Although all three towns presented symptoms of vulnerability, Leeu Gamka emerged as the most vulnerable, with the main contributing factor its spatial seclusion, exacerbated by an absence of any transport networks to link this community to any of the two neighbouring towns, that is, Beaufort West and Prince Albert. Furthermore, this community has access to very few civic networks and support-systems, those present consisting mostly of government related services, i.e. primary school, clinic, library and e-centre.

As far as could be determined, there are currently no programmes offered by any NGOs that are focussed on building the capacity and social fabric of this community. This sentiment was strongly conveyed during interviews in their reactions to questions posed, in both the type of responses provided, as well as by way of underlying anger and frustration. It is very clear that this community feels neglected and abandoned by all support structures meant to serve the town. The following three issues were highlighted as particular sources of concern in the interviews:

#### **1. Clinic**

Currently the clinic staff consists of 1 Primary Health Care (PHC) nurse, 1 general nurse, 1 assistant and 1 carer. Although the clinic hours are from 7:30-15:00, the PHC nurse, who lives in Beaufort West, arrives at 09:00 to leave at 15:00. From 7:30 – 09:00 screening of patients is performed by the carer and those who cannot be attended to by the general nurse are then later seen by the PHC nurse. A medical doctor visits the clinic every Thursday, with a physiotherapist and an occupational therapist visiting the clinic every few months. For all child births, women have to be transported either to the Beaufort West or Prince Albert hospitals.

In interviews with community members the following issues were mentioned.

- Short consulting hours, particularly for the elderly. According to community members the nurse only sees patients from 10:00 to 15:00. Older persons that have to go to the clinic have to stand in long queues from very early in the morning in spite of very cold weather in the winter; “Ons staan al 5:30 in die oggend op om in die lyn te kom staan. Dis baie koud”. This is particularly problematic as there is no shelter or place for them to sit as the gates to the clinic premises only open at 7:30.

- According to the respondents the clinic does not have allocated days for particular patient groups, i.e. the elderly, pre-natal care, babies for vaccination, TB patients, etc. “Almal sit deurmekaar by die kliniek, kinders, TB leiers ens. Dit is nie ‘n goeie ding nie”.
- The absence of medical services over weekends. For emergencies an ambulance has to be called to come from Beaufort West. “Dan moet hulle [patient] Beaufort Wes toe neem, of hulle moet wag tot Maandag en dan is die lys vol en moet hulle oorstaan tot Dinsdag”.
- A general complaint was made about the attitude of clinic personnel towards patients, described as often rude and unsympathetic.

## **2. Transport**

Lack of transport emerged as a critical need in the Leeu Gamka community. Other than adding to their geographic isolation, this shortcoming has a specific negative impact on high school learners and household members that need to reach essential service providers such as schools, banks and shops. In discussions with out of school youths the lack of regular transport to and from the high schools in both Beaufort West and Prince Albert was put forward as one of the reasons contributing to the high dropout rate of high school learners in this community. Having to stand and hike on “out-weekends” for a lift is not always successful and certainly not safe.

Limited opportunities, if any at all, to access bigger retail shops in the larger towns of either Beaufort West or Prince Albert, put this community at a great disadvantage leaving them dependant on house shops that sell both food and basic essentials at much higher prices, significantly adding to the persistent debt trap evident in this community.

## **3. Social support**

Leeu Gamka was the only community in the Prince Albert municipality where no formal or informal social support networks<sup>11</sup> could be identified. Need was expressed for a service centre for the elderly and funds for and assistance with setting up a soup kitchen for particularly children.

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<sup>11</sup> Other than one elderly lady who provides sandwiches and soup to children who are in need of food. She is however limited in her capacity to do this as she can only provide as long as she has enough money to also sustain her household.

### **B.4.2 Klaarstroom**

In the Klaarstroom community, two issues were highlighted as particular sources of concern. The first relates to the ambulance services used to transport patients. According to respondents, patients have to wait for the ambulance along the N12, leaving patients exposed to the elements and the traffic. It is proposed that the ambulance rather pick up patients at the clinic which provides a safe and central pick up point.

The second issue raised affected particularly the elderly and SASSA pay-out days. Grant pay-outs are done on a monthly basis at the community hall, where recipients have to queue outside the hall. Being called one by one to receive their payments due to security concerns, the others have to wait outside. Consequently elderly persons are often left to stand for extended periods to wait for their payments, with no shelter or place to sit while they wait.

### **B.4.3 Prince Albert**

Prince Albert, acting as the main town within the municipal area, is expectedly and understandably so the town that has access to the most resources and networks, compared to the other two towns. An aspect that became distinctly clear and which was highlighted by a number of key respondents involved in particularly the NGO sector and in social and economic support and development programmes is the fragmented nature in which this support is provided. From the discussions a need was expressed for stronger co-ordination and co-operation between the different actors focussing on particularly the socio and economic development of the town.

A central theme became apparent within the Prince Albert community in the form of the separation between the Northern and Southern parts of the Prince Albert town – in both design and social status. This is an aspect that needs a definite and delicate intervention strategy. Accepting that it will have to be a longer term project, a focussed intervention needs to be developed, with the particular objective to build bridges, first between individuals, thus creating social links at individual level. In addition, physical activities and initiatives linking the two communities need to be developed and implemented as part of the broader initiative to build a bridge between the two town ends. Presently the town of Prince Albert presents as a human habitat comprised of two worlds operating next to one another. Contact between the two extreme ends is largely for functional purposes, i.e. the exchange of goods and services. To address this current fractured social reality will in essence be a long term endeavour and will depend inter alia on a good measure of good will from both ends of



this continuum representing a contradiction between wealth and prosperity and poverty and need that co-exist at the two ends of this town. However great the problematics of doing so, it is important to start the process of building social cohesion, something that will ultimately have distinct advantages for all concerned.

### **3.5 Discussion and Summary**

The findings presented in this chapter were organised into three broad themes, encapsulating three spheres within which the communities constituting the Prince Albert municipal area construct, these being; (i) the social environment, (ii) education and training and, (iii) economic environment. What becomes abundantly clear from the findings presented around the three themes, is the overlaying nature thereof. The issues discussed within the three thematic foci are clearly strongly inter-related and very much dependant on each other, with needs and challenges experienced in the one sphere, having a direct impact on the others. From the discussion some overarching needs were highlighted in the communities that could be translated into the following programmes or interventions:

- The development and roll-out of a training programme for SAPS officials in how to deal with domestic violence
- An evaluation process whereby the victim support services provided at all SAPS service stations are evaluated and improved
- The establishment and registration of places of safety for children and women that need an immediate secure environment.
- An intervention programme addressing teenage pregnancy
- The provision of
  - an accessible place of safety for abused women and children
  - hospice facilities for terminally ill patients
- A youth development programme, particularly targeting those between the ages of 15 and 19 and 20-29. Although these programmes will be adapted to the specific age cohorts they should include extended mentorship programmes, conflict resolution skills recreational activities specifically designed to build character and self esteem in youth and, information programmes that will broaden their perspective regarding possibilities for their future.
- Extra tuition opportunities after school to address remedial challenges amongst both primary and secondary school learners. In this respect the skills and resources locked up in

the highly educated population (often retirees) residing in the northern end of this town can be drafted in on a voluntary footing or paid for with sweat equity.

- A concerted effort to revive social support to the elderly by means of establishing service centres in each of the three towns
- The development and initiation of economic development projects specifically to enhance income generating opportunities. Again in this instance the abundance of skills locked up in the better-off part of Prince Albert can potentially play a strategic role.
- Development and roll out of a financial literacy programme for households to improve money management skills. The establishment of informal community-based saving products such as community banks, saving clubs and stokvels should be encouraged.
- Opportunities for education & training outside the formal school system, including both post school education and skills training for school drop-outs.
- A programme that is focussed on building a value system within the three communities that will result in the successful avoidance of at - risk behaviour (e.g. use of drugs) and strengthening of the social fabric of the three communities

From the above list of recommendations, it is clear that the needs experienced by the communities in the Prince Albert Municipal area relate to the four spheres that ultimately constitute the structure of a community; that is (i) Organisations, (ii) Economic structures, (iii) Individuals and Families and (iv) Community. From these four spheres it is important to realise and understand that poverty is more than just a deficit experienced in economic terms. Woodlock (2001) defines poverty in the following manner; “A defining feature of being poor is that one is not a member of – or is even actively excluded from – certain social networks and institutions, ones that could be used to secure good jobs and decent housing” (2001:67).

*The Challenge Network*<sup>12</sup>, in a paper considering the factors that affect economic and social development, presents three factors that drive development;

#### 1. *Stability and predictability*

- Political institutions that generate dynamic stability
- Separation of powers: checks and balances, all under the law
- Successful management for overall economic stability
- Infrastructure provision, including human skills
- Military security and stable civil operating environment

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<sup>12</sup> <http://www.chforum.org/library/xc123.shtml>, undated

## 2. *Competition and renewal*

The 'right' pace of change, balancing erosion with renewal  
Appropriate human resource supply, including labour market  
Consumer purchasing power, confidence and saving

## 3. *Social cohesion and paths to self-betterment*

Cohesion: tolerance across vertical and horizontal divides  
Access to political representation and dispute resolution  
Policing and security of property, tenure and person  
Access to and equality before the law  
Access to education and information  
Access to work, security in work, transitions between work opportunities  
Management of the extremes of inequality

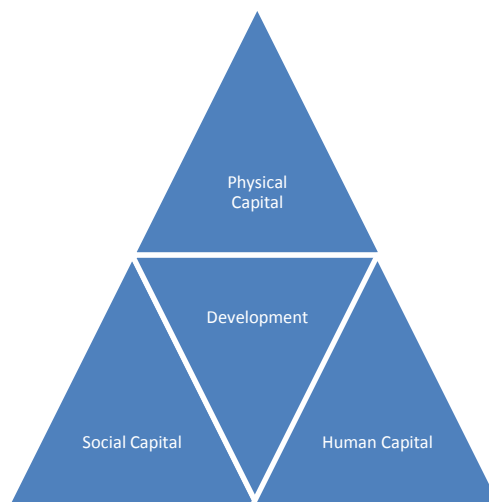
This framework for development intuitively links with concepts presented in the social capital framework, a framework that will be used here to present a development framework for the Prince Albert Municipality. In essence social capital relates to a network, typically construed by family, friends and associates that constitute an important asset, one that can be called on in a crisis, enjoyed for its own sake and/or leveraged for material gain. "Those communities endowed with a rich stock of social networks and civic associations will be in a stronger position to confront poverty and vulnerability" (Woodlock, 2001:67). Woodlock continues in defining social capital as the norms and networks that facilitate collective action.

Social capital has entered the debates around economic performance and its ambitious claim to constitute an independent factor of production in the 1960's. The classical economics identified land, labour, and *physical capital* (tools and technology) as the three basic factors shaping economic growth. The neo-classical economics added the notion of *human capital* arguing that a society's endowment of educated, trained and healthy workers determined how productively the orthodox factors could be utilised. In essence, where human capital resides in individuals, *social capital* resides in relationships. Human and social capital are complimenting factors in that literate and informed citizens are better able to organise, evaluate conflicting information and express their views in constructive ways.

From the four spheres in which the need of the Prince Albert municipal community was presented that is, (i) Organisations, (ii) Economic structures, (iii) Individuals and Families and (iv) Community, together with the four drivers of development presented by the *The Challenge Network* and the concept of social capital described a framework consisting of *Human Capital*, *Social Capital* and

*Physical Capital* is introduced as to guide the planning, implementation and evaluation of a development plan for the Prince Albert Municipality.

Figure 3.1 presents a framework for such a development plan, presenting Development as the central task or objective. Towards the goal of development stand three factors, that is, *Physical Capital*, *Social Capital*, and *Human Capital*. Note that should any of these factors not be included and addressed in a strategy for development a gap will be left which will leave the strategy vulnerable and weak.



**Figure 3.1: Comprehensive framework towards development** (Copy right Soreaso CC, 2017)

Chapter four presents a list of proposed projects that could form part of a larger development strategy for the Prince Albert Municipality. Drawing on the above model illustrated in Figure 3.1, the projects will be grouped within the presented framework.

## **Chapter 4: Proposed Projects**

### **4.1 Introduction**

Drawing on the comprehensive framework for sustainable development, this chapter presents a list of possible projects that could form part of a larger development strategy for the communities of the Prince Albert Municipality. Based on the model for development illustrated in Figure 3.1 in chapter 3, the projects will be grouped thematically, similar to the factors framed within the model. The themes thus constitute strategies towards creating:

1. Physical Capital
2. Human Capital
3. Social Capital

### **4.2 Projects towards building of physical capital**

The feasibility of the projects listed in this chapter has not been determined and are proposals based on the findings presented in chapter three, as well as on information gathered during the data collection phase, pertaining to possible economic opportunities within the Prince Albert Municipal area. The feasibility of these projects must be established in a follow - up phase to this project. Only after this has been done, can projects be implemented and prioritised. At this stage thus projects are simply listed with no ranking in terms of feasibility and priority intended.

#### **4.2.1 Do – it - Yourself (DIY) coffin project**

##### **Project Description**

DIY kits can be prepared by a Prince Albert Timber Company (Woodworks) from off - cuts from their production line. These can then be sold to interested persons to start a small business.

The need for such a project, and thus the existence of a possible market, was indicated by various actors in Prince Albert communities, noting the current high cost of purchasing coffins. This project is

particularly suited for Leeu Gamka that has a mortuary, providing not only a direct market but also work space where the coffins could be assembled and sold. This project could, however, be rolled out to other towns within the Prince Albert Municipal area. Once the project is well established and sustainable the possibility exists of marketing the coffins (as an affordable alternative) through undertakers based in surrounding towns (e.g. Beaufort West, Laingsburg and Oudtshoorn).

This project could be extended to include wreath-making by locals, using artificial silk flowers.

**Contact persons to involve in such an initiative:**

- Derek De Jong and Gavin Liggett owner and manager at Woodworks in Prince Albert.

#### **4.2.2 Compressed sawdust logs**

**Project description**

Sawdust from the waste stream of the local sawmill can be extruded under high pressure as firelogs. These fire logs are low in moisture and have very good combustion properties and can be used in a variety of application for generating energy. These include fireplaces, local restaurants (for pizza ovens etc.) and domestic cooking. It has several green credentials as it is made from a waste stream, the wood being from invasive alien trees and it reduces the pressure on firewood from the surrounding environment. This project is an excellent example of a sustainable initiative, given the scarcity of woodlots in the central Karoo and the constant threat of deforestation through the high demand for firewood as primary source of energy in many impoverished households in the area.

This project is specifically proposed for the town of Prince Albert, since the sawmill is situated there and the owner is willing to make part of his premises available for such a project.

**Contact persons to involve in such an initiative:**

- Derek De Jong and Gavin Liggett owner and manager at Woodworks in Prince Albert.

### **4.2.3 Leeu Gamka bakery**

#### **Project description**

The Leeu Gamka Bakery is not a new initiative and was previously supported by the municipality. In the past this project has, however, not proved to be successful. From reports and information from interviews it is clear that this was mainly due to the absence of a proper management plan and management skills. It is thus proposed that this project be revived, however, under strict conditions.

These conditions would include the following:

- A qualified manager. It is suggested that this person is from outside the immediate Leeu Gamka community to limit the impact of possible destructive dynamics on the functioning of the bakery
- Employing of community members
- The development of a proper business and management plan
- The development and application of a proper skills transfer and mentoring plan to be implemented by the manager. This is essential to up-skill employees towards taking a growing long term responsibility for the functioning of the bakery.

### **4.2.4 Coffee and gift shop along the N2**

#### **Project Description**

Currently, other than a few farm stalls and garage shops, there are no attractive coffee shops along the N2 between Worcester and Gauteng. It is thus suggested that an inviting shop, offering quality coffee, other drinks and basic pastries, is developed along the N2 across the way from Leeu Gamka. It is proposed that an existing building, visible from the highway, be renovated for this purpose. Properties owned by the municipality and not currently in use could be considered for this project.

To ensure the success of such a project, it will be important to involve a manager with strong entrepreneurial skills and the commitment to invest in the local community.

#### **4.2.5 Klaarstroom “padstal” project**

This project is already in the planning phase and was initiated by the Local councillor of Klaarstroom together with Ms Ellen Joubert from Prince Albert. The concept includes the selling of ‘roosterkoeke’ and coffee made by women in the Klaarstroom community and sold along the road at Klaarstroom during the holiday season.

The project is, however, still in need of seed funding for (1) ingredients and other necessities to start up, (2) a proper coffee machine and (3) a farm stall type structure where the ‘roosterkoeke’ and coffee could be sold.

#### **Contact persons to involve in such an initiative**

- Ellen Joubert & Linda Jaquet (Prince Albert)

#### **4.2.6 Capacity building programme for small scale farmers**

The municipality is currently managing such a project, which is displaying varying levels of success. Treintjiesrivier, is a farm situated 10km outside Prince Albert on the Weltevreden Road. It is suggested that a capacity building programme be developed for the farming part of this project in order to assist the farmers to farm productively. In this regard, the contracting of an agri-expert on a long term basis to act as mentor and strategist is proposed to ensure success and sustainability.

### **4.3 Projects towards the building of human capital**

#### **4.3.1 Women in Power Educational (ECD) project**

The Women in Power Educational project focuses on Early Childhood Development (ECD), and proposes an educational programme for children between 3 to 5 years of age. This project is unique in that it is the only project conceptualised and initiated from within the North-end community.

Women in Power consists of a group of women residents in the North-end community who aim to work in collaboration with different government departments, SAPS, BADISA and schools. For the above mentioned project they plan to start with 15 to 20 children between the ages of 3 and 5 years at the Apostolic Faith Missions church from 9:00-12:00 three times a week.



This group needs either funding or donations of the following:

Educational toys, music instruments, stationary, food, snacks, cutlery and crockery, tables and chairs for toddlers, mattresses and blankets.

This group will also need guidance and mentoring from available specialist agencies/NGOs specialising in the registration of Early Childhood Development (ECD) centres and the presenting of learning material and curricula.

#### **Contact persons to involve in such an initiative**

- Joani Saterdagt

#### **4.3.2 School dropout Intervention**

Given the significant school dropout rate experienced in particularly high schools in the Prince Albert municipal area, it is proposed that an intervention focussing on reducing this trend is introduced and implemented. An example of such an intervention is the school dropout programme run by Khula Community Development Group in Paarl.

The main focus of this group is to integrated children at risk of dropping out back into the school system. This is done by firstly facilitating a change in attitude towards education in poor communities and secondly by educating the more privileged community about the risk of not being actively involved in supporting their local community.

In discussions the Khula Community Development NGO has indicated is willingness to become involved in rolling out their services in the Prince Albert Municipal area.

#### **Contact persons to involve in such an initiative**

- Khula Development Group

#### **4.3.3 Prince Albert Skills School (PASS)**

The intention behind the PASS project is to help young people and children who have dropped out of the schooling system owing to mental, emotional or social difficulties that prevent them from

attending an ordinary school, to obtain skills training. The focus of this school will be to help these young people to develop basic skills, i.e. financial-, life- craft- or handyman skills, through which they could earn a living.

This concept is based on willing volunteers from within the community, who will teach such skills for a fixed time period. Premises at the Beading school have been offered for training. For the pilot phase, it is proposed that approximately 10 young people under the age of 18, who have exited the formal schooling system, be selected for training.

The proposed budget to manage and coordinate the activities for the school is estimated at R20 000 per month. This amount includes salaries for the principal/fundraiser and a co-ordinator, food, equipment, uniforms and administration.

#### **Contact persons to involve in such an initiative**

- Helene Smith resident in Prince Albert

### **4.3.5 Community College**

#### **Description of project**

In discussions and interviews with a broad spectrum of people in the Prince Albert municipal area, the need for a community college was continuously highlighted. Such a college must include accredited learning opportunities for a broad spectrum of individuals of all ages and educational status. It is suggested that the college premises must be located so as to form a link between the North and South parts of the Prince Albert town. In addition such a college could offer additional income streams for the community, of which one example could be a community run cafeteria.

This project can resort under the Educational and Vocational Opportunities Programme, currently being formalised by the University of Stellenbosch. This initiative has the aim to develop a training community college, embedded in the structure of the Stellenbosch University, that offers learning opportunities from levels 1 to 5 and is linked to further tertiary education or gainful employment or self-employment.

#### **Contact persons to involve in such an initiative**

- Antoinette Smith-Tolken and Chris Botha (University of Stellenbosch)

#### **4.3.6 Addressing the government classification of the high school**

Currently the Zwartbergh High School in Prince Albert is classified as a Quintile five school, implying a very low annual government subsidy per learner. This classification is based on its historical status as a model C school. In the recent years increasing numbers of learners from Quintile two feeder schools have entered the school that now constitute the majority. These learners come from very poor communities, and are not able to pay school fees, even though such fees have been reduced. This situation has caused this school to be grossly underfunded, which has a direct impact on its ability to provide quality teaching using the latest technology, perform maintenance, as well as developing and sustaining its sport facilities.

Numerous attempts have been made to contact the provincial and national department of education in this regard, with the request to reclassify this school given the radical change in the socio economic composition of the learners. All these attempts have however proved to be futile. Given the crucial importance of secondary education in the current and future economic and social wealth of communities, this is an issue that needs urgent support to be resolved.

#### **4.4 Projects towards the building of social capital**

##### **4.4.1 Revival of Community Service Centres**

As mentioned in the report above, Community Service Centres serve an important purpose in adding to the quality of life of the elderly. In all three towns these centres were found to be either totally absent (Leeu Gamka) or not functioning to full capacity. It is proposed that a concerted effort be made to revive these centres and to provide the needed support that would enable these centres to function optimally.

##### **4.4.2 Youth Development projects**

There is dire need for projects that provide well thought-out recreational facilities for older children (high school youth) that could be based around the e-centre and provide mentored activities that would be both instructive and interesting to young people. This could involve the POP-centre, church youth groups and society organisations such as the Scouts, Saint John's (helper courses). Other activities that could also be included in such a programme include:

- Music facilities and courses in guitar playing, rapping, drumming etc.
- Courses in fashion design, art, cooking, baking and,
- facilitated non-school sports clubs, including running, body-building, cycling etc.,
- Library service combined with reading groups

#### **4.4.3 Sustainable transport system for Leeu Gamka**

The dire need for a reliable transport system has been discussed in detail in chapter three. It is suggested that such system be implemented to provide transport from Leeu Gamka to Beaufort West for particularly high school learners and for the general community, but particularly the elderly, for shopping and other business.

#### **4.4.4 Community gardens**

A lack in food security is one of the conditions associated with a poor economic environment, which in turns acts as an additional driver in deepening the debt cycle. It is thus proposed that community gardens in the three communities be revived and organised in such a way as to ensure a reliable source of fresh produce to the community. For such an initiative to work, a creative and non-traditional management, economic and implementation model will have to be developed. Realising that these projects are notoriously prone to fail, it is proposed that a strong mentoring and management plan be developed that includes the utilisation of an agri– specialist.

#### **4.4.5 Municipal Publication Relations Initiative**

From discussions with both the community and representatives from the municipality, it became clear that communication between the two parties is not always optimal. Particularly the youth indicated that they often received no information about services or events, other than by word of mouth and sometimes through posters at home shops.

It is consequently proposed that an initiative best launched by the municipality that will seek to provide information to communities at designated locations in a consistent, creative and simple manner, with the aim of creating a broad distribution base.

### **4.4.3 Co-ordinating body for socio-economic development initiatives**

There is a definite need for a coordinating body to structure and coordinate all community development initiatives (both economic and social) in Prince Albert. It is suggested that such a body is situated within the Prince Albert Trust as a natural and apolitical body already functional and known in the community. The primary objective of such a body will be to co-ordinate and strengthen current initiatives in the communities. Such co-ordination will have to be set within an elaborate and all embracing development framework.

## **4.5 Summary**

The objective of this chapter was to present a list of possible projects that could strengthen both the social and economic environments within the communities constituting the Prince Albert Municipal area. The projects were presented here to fit the framework for development introduced in chapter three. This framework presents development as a function of and interaction between the physical-, human- and social capital available in a community.

From a practical programme planning and implementation point of view where the objective is to enable comprehensive development, it is important to incorporate and include projects addressing all three aspects constituting the development framework. Following such a development framework will ensure that a community is able, both due to its build human capital and available social capital, to access economic opportunities that exist or are created.

## Chapter 5: Proposed Way Forward

### 5.1 Introduction

This report presented a development framework that consists of inputs addressing the building of three types of capital, i.e. social capital, human capital and physical capital, which ultimately work together to create a community that is characterised in its strong social fibre, that is socially economically sustainable and that will contribute to social transformation of the relevant communities. Development initiatives need to move beyond a *reach out* model and must be *scaled up* to ensure a coherent and all-embracing strategy towards sustainable development. Although *reach out* initiatives are commendable and sometimes necessary, such initiatives mostly act as relieve projects and is not a sufficient solutions towards sustainable transformative development. The outcome of *reach out* projects, if not *scaled up* and placed within a broader coherent and all-embracing strategy towards sustainable development, is that these could feed into a dependency mentality which essentially leaves people marginalized and paralyzed to take full advantage of what is on offer and thus to step out of their vulnerable circumstances (Woolkock, 2001).

Asset mapping, the methodology that frames this enquiry, presents a strategy that provides base line information from where initiatives can be launched, scaled - up and organised within a coherent and all-embracing strategy towards sustainable development for a particular community, in this case the communities within the Prince Albert Municipal area. Focussing on the opportunities and strengths (assets) in communities, this development tool moves away from traditional needs orientated solutions that have the potential and danger that communities consider their wellbeing dependent on being a client of services, instead of the producer of services (Kretzman & McKnight, 1996).

The findings presented in this report together with the projects proposed are embedded in the central idea to move beyond a *reach out* approach and to move to *upscale* initiatives towards a development plan. The central focus of such an approach is to addresses the building of social-, human- and physical capital within a comprehensive development strategy and framework. The paragraphs below offer a way forward in this regard.

## 5.2 Proposed way forward

The way forward presented here is proposed as a possible strategy that could be employed to frame future socio-economic development within the municipality. The current Memorandum of Understanding between the School for Public Leadership and the municipality provides an ideal institutional support base wherein this proposed course of action could be facilitated, strategised, planned and executed.

The **first task** would be to establish a coordinating body that would be responsible for the development of the complete Prince Albert Municipal area. This body will have to be representative of the broader community, i.e. social, safety, economic, NGOs, education, civil society, etc. The coordinating of this body should be a formal salaried appointment. It was proposed in chapter four that the Prince Albert Trust as an appropriate choice in this regard given its apolitical stance, it is already functional and that it enjoys credibility and legitimacy amongst all sections and interests groups in the community.

The **second task**, which would be the first task of the coordinating body, will be the development of a comprehensive and all-embracing development plan for the communities within the Prince Albert Municipal area. This report provides as baseline data specific needs within each community, a list of stakeholders active in the communities (appendix 1) as well as possible projects that could be considered for implementation in the three communities. All these outputs need to be integrated and consolidated into a comprehensive development strategy based on a defined change theory that undergirds the defined strategy.

Subsequent to the development of a comprehensive development plan, the **third task** will be to draw up a detailed action plan detailing actions towards the defined development goals. The fourth and final task will be to design and implement a monitoring and evaluation process to continuously measure the outcomes and impact of the initiatives as determined by the development plan.

Ideally the University of Stellenbosch together with experts in the sustainable development field would act in a mentoring and guiding capacity to assist and facilitate these processes.

As a final word in this document it is necessary to note a voice of caution. Although the implementation of an integrated approach is vital in the developing a development plan, large ambitions have to be managed. Given the complexity of the issues raised, common in most

vulnerable communities, it is extremely important to act strategically and within the limits of resources and capacity available. Being overly ambitious have proved to fail resulting in further disillusionment and a feeling of abandonment among communities



# **Appendix 1: Prince Albert Skills School (Helene Smit)**

## **The Prince Albert Skills School (PASS) - a Proposal**

**25<sup>th</sup> April 2017**

The idea behind the Prince Albert Skills School (PASS) is to help young people and children who have fallen out of the schooling system, because they have mental or emotional or social difficulties that prevent them from attending an ordinary school.

There are a number of young people who spend most of their time on the streets, and they are neglected, bored and sometimes become a nuisance to the general community. Many of these children are mentally disadvantaged as a result of fetal alcohol syndrome, and are often quite prone to addiction themselves. This means that they sometimes develop delinquency, and become an even bigger burden on the system. No school in Prince Albert is prepared to have these children. Research has indicated that there are also no schools in other areas that would take these children in. The skills school in Oudtshoorn will only take children who are already in a school, and have been assessed as being suitable for a skills school.

This is a proposal for the development of a skills school in Prince Albert, in which these young people are helped to develop basic skills such as financial skills, life skills, and some craft or handyman skills through which they could earn a living. Our suggestion is to use local residents who are willing to become involved to help the children for a fixed time period. Each volunteer would teach a particular skill for a specific period of time. For example, they can do gardening skills for two weeks with someone from Renu-Karoo nursery. However, in order to make a success of a project like this, we will need one full-time coordinator to ensure that the process stays on track. Most of the participants can be volunteers, but the coordinator will need to be paid.

The Beading Project has premises and they have agreed that we are able to use these premises for the skills school. The coordinator would be responsible for ensuring that we care for the premises.

The proposal is that we identify approximately 10 children, or young people under the age of 18, who have fallen out of the formal schooling system. We develop a curriculum, and the coordinator administers the curriculum and allows the children to attend school between eight and one every week day. The details of the curriculum will be developed depending on which volunteers are willing to become involved.

Our proposed budget is R20000 a month, which includes principal/fundraiser and co-ordinator salaries, food, equipment, uniforms and administration.

Therefore, we are requesting funding towards this one year pilot project. For further information, please contact:

Helene Smit

0837891453

helene@feather.co.za

## Appendix 2: Women in Power

Pleinstraat 294

Noordeinde

Prins Albert

2 Junie 2017

Me Ilse Eigelaar-Meets

Na aanleiding van ons gesprek gedurende Meimaand, wil ons graag agtergrond gee oor ons WOMEN IN POWER-vrouegroep en ons werksaamhede in Prins Albert.

Ons is n groep van ongeveer 20 vroue uit verskillende kerk-agtergronde, wat elke Maandagaand om 19:00 bymekaar kom. Ons groep het in 2015 ontstaan onder leiding van Mev Joanny Saterdag, saam met Jeannetta Delport (ondervoorsitter), Myrtle Claassen (sekretaresse), Sarah Claassen (tesourier) en Catherine Pietersen (hulp-sekretaresse).

Ons groep is besorg oor die morele verval in ons dorp en daarom het ons besluit om opheffingswerk in ons gemeenskap te probeer doen. Ons werk saam met die SA Polisie, Departement van Justisie, Departement van Gesondheid, Departement Korrektiewe Dienste, Badisa (Barmhartigheidsdiens), Sosiale Ontwikkeling en die twee skole.

In ons eerste jaar het ons 'n Kers-ete vir ongeveer 200 kinders by die POP Centre aangebied. In 2016 het ons 'n Kers-ete vir 80 bejaardes by die St John's Saal gehou en kospakkies afgelewer vir 20 bejaardes wat nie kon bywoon nie.

Ons huidige projekte sluit die volgende in:

'n **Kleuterskool** wat 'n paar van die vroue in ons groep binne die volgende week op dreef wil kry vanuit die perseel van die AGS Kerk. Een van die dames het jarelange ervaring van kleuterskoolwerk as onderwyseres. Die ouderdomsgroep is van 3 – 5 jariges, en ons begin met 15 tot 20 kindertjies; aanvanklik drie dae per week, van 9:00 tot 12:00.

Ons wil ook graag 'n **tienergroep** vir 14 tot 18jariges begin, waar ons dans, drama, kuns en musiek in die namiddae wil aanbied. Dit sal moontlik ook vanuit die AGS se perseel aangebied word. Daar is

ook die moontlikheid om die munisipale E-CENTRE hiervoor te benut, maar dit moet nog met die munisipaliteit bespreek word.

#### **FONDS-INSAMELING:**

Ons verkoop een maal 'n maand vetkoeke en boereworsrolle op straat om fondse in te samel. Ons kry ook aan die einde van die jaar 'n paar donasies van privaat persone om te help met die Kers-etes.

#### **Jeugdag, Vrydag 16 Junie 2017**

Ons beplan 'n verskeidenheidskonsert vir Jeugdag as 'n fondsinsamelings-poging.

Dit word by die POP Centre aangebied en daar sal musiek verskaf word. Mense uit die gemeenskap word gevra om deel neem. Kaartjies kos R10 en R5 en word vooraf versprei en deur ons groeplede verkoop. Plakkate word by winkels opgeplak. Verversings word verkoop.

#### **Mej. Tiener en Mnr. Spiere Kompetisie 24 Junie 2017**

Ons beplan om dit moontlik in die St John's Saal aan te bied. Briefies word by die kerk en skole uitgedeel om meisies en seuns uit te nooi om deel te neem. Kaartjies kos R10 en R5 en word vooraf versprei en deur ons groeplede verkoop. Plakkate word by winkels opgeplak. Verversings word verkoop.

#### **ONS HET DIE VOLGENDE BEHOEFTES:**

##### **Kleutergroep**

Opvoedkundige speelgoed, skryfbehoeftes, verversings, donasies vir etes, eetgerei, plastiek breekgoed, kombesies, matrassies, eenvoudige musiekinstrumente en dergelike items om die kinders besig te hou.

##### **Tienergroep**

Hierdie is nog in die vroeë beplanningstadium, maar ons wil graag ook 'n trompoppiegroep aan die gang kry. Die E-CENTRE is nie toegerus met die nodige eetgerei ens nie, maar ons kan wel die kleutergroep se toerusting daarvoor gebruik, indien nodig. Verkieslik sal ons vir elke groep hul eie

toerusting wil gebruik. Ons sal ook musiektoerusting nodig hê en veral mense om met die opleiding en afrigting te help. 'n Ander gedagte is om 'n moddellering-kursus aan te bied, waarby die seuns dan ook betrokke kan wees.

Baie dankie vir u belangstelling en hulp.

Die Uwe

Mev Joanny Saterdag

Voorsitter

WOMEN IN POWER