

Impact Economix

Developing Competitive Economies. Places & People
www.impacteconomix.com

Company Profile

Registered as Wolpe Strategic Economic Consulting

Registration 2010/124273/23

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Impact Economix focuses on providing credible and high quality research, facilitation and strategy services to improve public sector efficiency and effectiveness and development outcomes.

We have over twenty years experience working at a senior level with municipal, provincial, and national government officials and politicians, the private sector, and a professional development network across South Africa to advance sustainable, efficient and effective government service delivery, economic development and private sector development, specializing in the following:

1. Economic Development including Rural Development and Business Retention & Expansion;
2. Service delivery improvement incl. business process management and improvement, lean management and six sigma, and red tape reduction, regulatory improvement and socio-economic impact assessments, and service delivery charters and benchmarking.
3. Monitoring and evaluation (including impact and implementation, evaluation of organizations, policies, interventions and monitoring and evaluation policies and frameworks);
4. Cluster/ sector development (including in the following specific sectors: clothing, craft, boat-building, business process outsourcing, oil and gas) with a focus on value chain research methodologies, cluster establishment and institutional design, and cluster development strategy including fore-sighting;
5. Trade and investment promotion benchmarking, market research, and strategy development;
6. Facilitation of strategic planning processes including business plans and feasibility studies.

We possess strong management and organizational skills to manage complex change processes and projects, including corporate governance, strategic planning, leadership, management, and project-management skills for managing performance oriented, multi-disciplinary project teams.

We are an **Exempt Micro-Enterprise level 4 BEE contributor** and have an extensive national and international network of Associates which we have worked closely with over the past two decades.

Rae Wolpe (Project Leader) Experience Overview:

Rae Wolpe has twenty (20) years experience working as a development economist and economic development professional in both the public and private sectors, and he has project managed over 50 projects at national, provincial, and local level in South Africa. Rae has a Masters in City and Regional Planning (with Distinction) from the University of Cape Town and an Mphil in Monitoring and Evaluation at the University of Stellenbosch. Rae is a current Board Member and Treasurer of the South African Monitoring and Evaluation Association and has recently completed three implementation evaluations for The Presidency: South Africa (as part of the national evaluation plan).

Rae has practical implementation experience working in the public sector and forming public-private partnerships in the areas of local level economic development experience in the areas of public sector, economic development cluster development, trade and investment, and regional innovation systems. This included working as an urban economist at Wesgro (Provincial Trade and Investment Promotion Agency) and a Manager at the City of Cape Town.

Rae was involved in the initial formulation of the National Spatial Development Perspective in 1998 when he was asked to write a research paper on the National Economic Importance of South Africa's Metropolitan Areas. Rae was also part of a team that provided research to inform the Local Government White Paper.

Rae has facilitated a wide range of economic development strategy processes at national, provincial, and local government levels including economic development strategies, trade and investment strategies, red tape reduction strategies, and sector development strategies.

Rae has in-depth knowledge of economic development economic assessment and analysis methodologies as well as local economic information sources and has worked with making economic development databases available to the public using internet-enabled technologies. Rae has been trained in Red Tape Reduction and Participatory Appraisal of Competitive Advantage (PACA) methodologies, the Rapid Appraisal of Local Innovation Systems (RALIS) methodology, as well as completing a Public-Private Partnership Course by the Institute of Public Private Partnerships.

Rae has served as a Board Director and facilitated a number of regional sector/ cluster public private partnerships including the South African Oil and Gas Alliance, Calling the Cape, Cape Craft and Design Institute, Cape Manufacturing Advisory Centre ,and the Cape Town Boat-building Initiative.

Rae has also facilitated long term scenario thinking and futures processes in South Africa, particularly at a local community and municipal level to ensure municipal integrated development plans address long term challenges and opportunities related to globalization, climate change, and energy futures. Rae presented these experiences at the first World Futures Society: South Africa Chapter Conference held in 2010.

Our Commitment to Clients

We adopt a partnership approach in all its client dealings. Our aim is to form a long-term, mutually beneficial and close working relationship with our clients to achieve the core objectives of a successful project through good management, appropriate strategies and clear efficient lines of communication.

Our commitment to our clients includes:

- We will make all reasonable efforts to understand our client's mission, goals, objectives and needs, and service requirements and to familiarise ourselves and understand the context, market and sector within which our client operates.
- We will at all times act ethically and responsibly and in the best interest of our clients.
- We promise the highest standards of professionalism, attention to detail and accountability in everything we do.
- We will provide a comprehensive, cost-effective and efficient service
- We are committed to the notion of continual improvement in the work we do and strive for improvement in every new task or responsibility undertaken.
- We will add value to our client's organization.
- We will do everything to the best of our ability and our talent.
- We will increase awareness of and strengthen our clients' reputation.
- We will only outsource to service providers who share our values of client-centric service, integrity and professionalism.
- We will seek a client's approval before accepting other work in the same sector and will not work for a direct competitor for the duration of a given project.

Our Clients' Commitment to Us

In keeping with its partnership philosophy, it is important that we become an integral participant and role player in your management team in order to facilitate communication and ensure meaningful support is provided.

This means that our clients commit to:

- The success of the project by encouraging the co-operation of all parties involved in the campaign or project
- Providing us with all available information on the business, goals and service requirements
- Ensuring that all instructions and service requirements, whether verbal or written, regarding the services to be rendered are unambiguous and comprehensive so that we have as clear a brief as possible to work from
- Informing us timeously of factors that may be of importance to the integrated communications effort
- Providing suitable spokespeople and that nominated spokespeople will make themselves available for input, comment or interviews wherever possible
- Being available to incorporate us as part of your team and encourage your colleagues to regard us as an extension of the team
- Attending regular status meetings to help us understand how we can add value to the strategic direction of your organisation
- Endeavour to give us enough time to deliver on the brief
- Paying your account within 30 days and to not unreasonably withhold payment once relevant information and reports have been submitted.

Client Testimonials: What some of our recent clients have to say about our work:



Mr John Peters
Chief Director: Integrated Economic and
Development Services
John.peters@westerncape.gov.za
Tel: 021-483-9421
Fax: 021-483-4892

TO WHOM IT MAY CONCERN

It is indeed a pleasure for me to write this testimonial for Mr Rae Wolpe and his company Wolpe Strategic Economic Consulting T/A Impact Economix. Impact Economix was appointed by the Department of Economic Development and Tourism to develop the Western Cape Entrepreneurship and Business Development Strategy during 2014.

This project required Mr Wolpe and his team to conduct extensive national as well as international research regarding Enterprise Development. The research conducted by their team was exhaustive and introduced our department to many new developments and trends within the Enterprise Development arena. The development of the strategy was a very interactive process where meetings and workshops on the strategy were conducted with a broad range of stakeholders. Mr Wolpe and his team attended all these meetings and provided us with a report on each meeting. This culminated in the development of a high quality Western Cape Entrepreneurship and Business Development Strategy which we could use to great effect in the development of our five year strategic plan.

Mr Wolpe was always prepared to meet with us (even after hours) to discuss the development of the strategy and also performed functions at no costs that went beyond the ambit of the agreement. He can be described as extremely professional, very sincere, honest and hardworking. He is of immense value as a team player and will work with great resilience and diligence towards a common goal. The company focus is on integrity and providing the utmost level of customer satisfaction.

We are highly satisfied with the quality of work Mr Wolpe and his company Impact Economix has developed and we would recommend them to any prospective institution or client to assist them with strategy development.

Yours faithfully

John Peters

Chief Director: Integrated Economic Development Services

Date: 21/10/14

From: Mr Faith Kolala: City of Cape Town: Head: Sector, Trade & Investment: Economic Development Facilitation (17 October 2014)

Project: Investor Confidence Assessment of Cape Town as an Investment Destination (2014).

"Working with Impact Economix was great as they were able to bring private sector experience and combine it with our public sector knowledge. Impact Economix was very professional and thorough in their approach to the project. They were able to not only lead in terms of fresh ideas that were outside the scope of the project but also addressed the terms of reference as agreed. They have experts in consulting; were timeous in submitting work packages and were always available for consultations.

Impact Economix has greatly helped us in assessing the investor needs and also in crafting strategies of how to address these needs. Their methodologies were quite effective and easy to implement in achieving and addressing the needs of the project. Impact Economix managed to simplify a very complex project in an effective and efficient way in a short space of time. They were keen to co-operate and go beyond the terms of reference in order to satisfy all stakeholders. I will not hesitate to recommend or work with Impact Economix in the future. Keep up the great work!"

From: Tshose Seeta Patience: Directorate: Monitoring and Evaluation: National Department of Home Affairs (Cell: 073 567 3573; Email: patience.tshose@dha.gov.za)

Project: Review of the Department's Monitoring and Evaluation Policy Framework and Performance Monitoring and Reporting Guidelines (2014).

"We had pleasure in working with Impact Economix to assist the Department of Home Affairs in the refinement of the M&E Policy Framework and Guidelines. The engagement assisted us to identify the gaps in our M&E processes as a whole. Importantly, we were reminded of the importance and role of the M&E function in the reporting value chain as prescribed by the National Treasury. It was also invigorating to get technical advice and guidance from such a knowledgeable team- keep it up.

Working with Impact Economix has reminded the M&E practitioners (M&E Directorate and M&E nodal points) of the need and importance of managing performance information in the organisation i.e. where are the data sources, who owns the data, the role of M&E in the value chain. We are in the process of developing the data management SOPs for implementation from 01 April 2015.

Impact Economix went beyond the project specification by giving us feedback on the task at short intervals, responding to our frequent questions and queries promptly, communicating the concerns and successes of the Department's practice before consolidating the final technical report. The presentation by Impact Economix at our Quarter 2 Review Session on 29-30 October 2014 came in strategically to the benefit of the M&E practice in the Department; all senior managers (Chief Directors and above). The technical report was well received and noted for consideration. We have already noted a slight improvement in terms of compliance and documentation of performance evidence in our last quarterly review session. We hope the influence and the change will be implemented and embraced going further. The task was delivered timeously and really exceeded our expectations and we would like to thank you once again."

**From: Glen Robbins: University of Kwazulu-Natal: School of Development Studies:
Honorary Professor and Research Fellow.**

I have known Rae for well over a decade and worked him in various capacities. He works to a very high standard and is constantly seeking innovative ways of responding to challenging assignments. His experience working in large organisations, in the public and private sector, provides him with a grounded perspective of how policy and research can be developed in such a manner to support effective implementation.

CURRICULUM VITAE

RAE WOLPE

1. **Family name:** Wolpe
2. **First name:** Rae
3. **Date of birth:** 26 March 1971
4. **Nationality:** South African
5. **Civil status:** Divorced (two children, aged 16 and 18)
6. **Education:** BA (Political Science), Masters in City and Regional Planning (Distinction) (University of Cape Town); Mphil in Monitoring & Evaluation
7. **Contact:** Email: rae@impacteconomix.com; Cell: 076 8199 886; Land: (+27) (21) 685 9663

Institution	Degree(s) of Diploma(s) obtained:
University of Stellenbosch (2013-2014)	Mphil in Monitoring & Evaluation
University of Stellenbosch School of Public Leadership (2012)	Executive Course: Advanced Monitoring & Evaluation; Evaluation Research & Analysis
Bates College (USA) 1989-1991 and University of Cape Town 1991-1993	BA (Political Science)
University of Cape Town 1994-1995	Masters in City and Regional Planning (Distinction)

8. Language skills: Indicate competence on a scale of 1 to 5 (1 –excellent: 5 basic)

Language	Reading	Speaking	Writing
English	1	1	1
Afrikaans	2	3	2

9. Experience Overview

Rae Wolpe has twenty (20) years experience working as a development professional in South Africa having worked in and for the national, provincial and municipal spheres of government. Rae has successfully project managed over 50 projects over this period. Most of these projects have involved community and client participation and have involved rapid rural appraisal and rapid action planning methodologies.

Rae was involved in the initial formulation of the National Spatial Development Perspective in 1998 when he was asked to write a research paper on the National Economic Importance of South Africa's Metropolitan Areas. Rae was also part of a team that provided research to inform the Local Government White Paper.

Rae has facilitated a wide range of economic development strategy processes at national, provincial, and local government levels including economic development strategies, trade and investment strategies, red tape reduction strategies, and sector development strategies.

Rae has been trained in Red Tape Reduction and Participatory Appraisal of Competitive Advantage (PACA) methodologies, the Rapid Appraisal of Local Innovation Systems (RALIS) methodology, as well as completing a Public-Private Partnership Course by the Institute of Public Private Partnerships.

Rae has also facilitates long term municipal level scenario thinking and futures. He has facilitated a range of long term scenarios and strategic planning processes in South Africa, particularly at a local community and municipal level to ensure municipal integrated development plans address long term challenges and opportunities related to globalization, climate change, and energy futures. Rae presented these experiences at the first World Futures Society: South Africa Chapter Conference held in 2010.

Finally, Rae is a Board director, treasurer and member of the South African Monitoring and Evaluation Association

10. Other skills: (e.g. Computer literacy etc.)

Computer literate in MS Word, MS Excel, PowerPoint, SPSS (quantitative analysis), Atlas-ti qualitative analysis), internet, e-mail; business management (experienced business owner); sector development and small business development; business plan development; institutional establishment and corporate governance; stakeholder management, participation and facilitation, scientific and social research methods incl. monitoring and evaluation of programmes and projects, surveys; organizational development.

11. Present position: CEO of Wolpe Strategic Economic Consulting T/A Impact Economix

12. Years with the firm: 6

13. Professional Experience

Rae has successfully project managed over 50 projects over the past ten years for the international donors, national, provincial and local government across South Africa including: Office of the Presidency; National Departments: National Treasury, Trade and Industry, Tourism, Treasury (NPDG, Provincial and Local Government; Donors: GTZ; COFISA; COMMARK; South African Cities Network; Metro and Local Municipalities: City of Cape Town, Buffalo City (East London), Mangaung Metro (Bloemfontein), Ethekewini Metro (Durban), Lukhanji (Queenstown), Mquma (Butterworth) and King Sabata Dalindyebo (Mthatha); District Municipalities: Francis Baard (Kimberley), West Coast and Winelands (Stellenbosch), Francis Baard (Kimberley).

Description of projects/responsibilities etc (from most recent)

**2011-Current Wolpe Strategic Economic Consulting T/A Impact Economix:
Chief Executive Officer**

Project managed and led various projects, including:

1. Eastern Cape Provincial Government: Premier's Office and GIZ: Evaluation of Operation Clean Audit (2015).
2. Buffalo City Municipality: Mdantsane Urban Hub Development Concept (2015).
3. Western Cape Provincial Government: Red Tape Reduction Action Plans in Eden, West Coast, and Overberg Districts (10 Municipalities) (2014-2015).
4. Industrial Development Corporation and Department of Trade and Industry: **Impact Evaluation of the Regional Industrial Development Fund** (2014)
5. City of Cape Town and Western Cape Trade and Investment Promotion Agency (2014): **Cape Town Investment Confidence Assessment.**
6. Department of Home Affairs: Review of the Department's Monitoring and Evaluation Policy Framework and Performance Monitoring and Reporting Guidelines (2014).
7. Buffalo City Municipality: **Sleeper Site Best Use Concept** (2014).
8. Western Cape Government (Department of Economic Development and Tourism): **Western Cape Entrepreneurship and Enterprise Development Strategy** (2014).
9. **Western Cape Government: Department of Agriculture:** Impact evaluation of the Comprehensive Rural Development Programme in Dysselsdorp (current).
10. **Presidency (Departments Performance Monitoring and Evaluation)** Evaluation of Government Coordination Systems (2013).
11. **Presidency (Departments Performance Monitoring and Evaluation) (2013):** Evaluation of the Presidential Intervention in King Sabata Dalindyebo Municipality.
12. **Western Cape Provincial Government: Evaluation of Western Cape Red Tape Call Centre (December 2012-March 2013)**
13. **Western Cape Provincial Government: Evaluation of Western Cape Trade and Investment Promotion Agency (December 2012-March 2013).**
14. **Presidency (Departments Performance Monitoring and Evaluation and Department of Rural Development and Land Reform) (November 2012- October 2013):** Implementation Evaluation of the Comprehensive Rural Development Programme.
15. **Western Cape Provincial Government: Red Tape Reduction Initiative in Cape Winelands District and Swartland Municipalities (October 2012-March 2013).**
16. **Western Cape Provincial Government: Western Cape Strategic Infrastructure Framework (2012):**

- Rae was part of a consortium developing a WCIF and prioritisation model to improve the alignment and coordination of infrastructure planning. Rae focused on education, port, and airport infrastructure sectors.
17. **Karoo District Participatory Appraisal of Competitive Advantage (2012).** Rae is working with John Lawson to identify practical and implementable initiatives to unlock economic opportunities in the Karoo, Western Cape.
 18. **Presidency, Department of Monitoring and Evaluation (2012):** An Investigation into the Competition Tribunal's implementation programmes to identify the possible disjuncture with budget programmes to assess the impact this has on core management functions of planning, budgeting, and monitoring of implementation programmes.
 19. **SA National Treasury; Development of Monitoring and Evaluation System for Public Financial Management Capacity Development Strategy:** Rae was part of a consortium that developed a monitoring system..
 20. **eThekweni (Durban) Municipality (2012):** Evaluation of 9 Cluster Initiatives: including Furniture Cluster, Craft Cluster, Fashion Council, Clothing and Textiles Cluster, Maritime Cluster, Chemical Cluster, Automotive Cluster, Materials Recovery Cluster, and Tooling Clusters.
 21. **International Labour Organisation (2012):** Red Tape Reduction Process in Mangaung (Bloemfontein) Municipality.
 22. **Western Cape Provincial Government (2011): Breede Valley (Worcester) Long Term Economic Development Strategy** using Futures/ Scenarios methodology to identify strategy catalytic projects for regional development in the Breede Valley, Western Cape.
 23. **Department of Trade and Industry/ Industrial Development Corporation (2011):** Global and South African Food Processing Trends and Market Opportunities: National study to inform prioritisation of promising sub-sectors for competitiveness improvement and market access strategies.
 24. **Department of Trade and Industry (DTI) and Co-operative Governance and Traditional Affairs (COGTAS) (June – December 2011): From Red Tape to Smart Tape: Red Tape Reduction in 12 Municipalities in South Africa:** Rae is lead consultant and project manager working in the Free State, KZN, Eastern Cape, Northern Cape, North West, and Limpopo Provinces to develop project plans to reduce red tape which is predominantly affecting small businesses in key sectors.
 25. **Eastern Cape Development Corporation (May-July 2011):** Evaluation and Economic Impact of the South African Mohair Summit
 26. **Western Cape Provincial Government (February-April 2011): Sector Intelligence Reports for the Clothing, Fashion, Food Processing, and Furniture Sectors.** Rae analysed 4 business surveys for each of these sectors and compiled key findings and recommendations to enhance the growth potential of these sectors.
 27. **Western Cape Provincial Government (January- February 2011): Cross-Border Collaboration Network:** Review of International Economic Development Cross-Border Collaboration Case Studies and Facilitation of Western Cape Cross-Border Action Plan.

2005-2010: Wolpe Development Strategies: Managing Director

Project managed and led various projects, including:

1. **Xhariep District 2030 Alignment Strategy and Long Term Development Framework (2009/10 complete)**
2. **King Sabata Dalindyebo (Mthatha) 2030 Scenario Planning (2010)**
3. **Mnquma Master Plan (Butterworth):** Rae was the Development Economist for the project .The team of specialists in mapped a long-term development path for Mnquma Local Municipality, in which the town of Butterworth is located. **(complete)**
4. **Gauteng Globally Competitive Region's 2055 :**Rae was Research Manager in charge of the multi-million Rand research component of the process manage the Globally Competitive Region's 2055 development strategy **(complete)**
5. **Lukhanji (Queenstown) LED Strategy:** Rae was the project manager and lead LED consultant to facilitate a Local Economic Development Strategy for the area. After a detailed analysis of regional and local trends, opportunities and constraints in the retail, tourism, manufacturing, and agriculture sectors have been identified **(2008)**
6. **Masiphumelele public investment strategy:** Rae was the development economist and LED practitioner for the project. The strategy identifies phased priorities for public sector investment and advises on the use of strategic public land in the area towards the creation of economic, tourism and quality space upgrade opportunities.**(2008).**
7. **Ukhahlamba Economic Monitoring and Evaluation Observatory:** Rae was the project manager and monitoring and evaluation practitioner for the project. The District Municipality, together with Tina Sinako,

have funded the Economic Observatory initiative to compile a database of economic development and poverty alleviation projects in the District and make this database available to the public via the internet, evaluate selected projects, and provide project support tools to enhance project planning, successful implementation, and sustainability in the District.(2008).

8. **SACN Impact of fiscal incentives on Urban Development:** Rae was the project manager M&E lead practitioner for the project focused extensively on *five anchor projects* to document and evaluate the processes, systems and practices used to drive the integrated implementation of these anchor projects.(2007-2008).
9. **West Coast Biosphere Trails and Tours:** Rae is project manager and coordinator of a multi-disciplinary team facilitating the development of the West Coast District Regional Economic Development Strategy.(2007-2008).
10. Developed **eThekweni Economic Development Strategy** by integrating existing strategy (2005-2006).
11. **Cape Winelands District, West Coast District, and Buffalo City LED Strategies**, including Business Survey on Investment Constraints.
12. **Western Cape Provincial Strategic Infrastructure Plan** core team (2005-2007).
13. **Survey and report on Investment Constraints in Cape Town** (2006-2007).
14. **Buffalo City Economic Development Strategy** (http://www.buffalocity.gov.za/municipality/keydocs/bcmled_strategy2final20082.pdf)

1998-2005: City of Cape Town Manager Policy Analysis; Manager: Sector Development

Managed Metropolitan Cape Town research & strategy development and public-private economic development funds, including:

1. Produced first-ever report on Cape Town's Economic Trends (1998)
2. Paper Submission to National Spatial Development Perspective: Economic Importance of SA's Metropolitan Cities (presented at NSDP conference).
3. Managed Cape Town's Trade Promotion and Sector Development Funds to leverage private sector investment and growth through public-private partnerships.
4. Established Special Purpose Sector/ Cluster Development Organisations (non profits) e.g. SA Oil and Gas Alliance.
5. Conducted Corporate Governance Review of Sector/ Cluster Organisations (with Deloitte)
6. Board Director of Sector Development Agencies: Cape Craft and Design Institute, Calling the Cape, Cape Manufacturing Advisory Centre, Clotex, Cape Town Boat-building Initiative, South African Oil and Gas Alliance.

1995-1997 Wesgro (Western Cape Trade and Investment Promotion Agency) Urban Economist

1. Assisted local governments with LED strategy development and implementation
2. Input into Local Government White Paper
3. Managed feasibility study for Philippi fresh produce wholesale market in Cape Town (which was subsequently built at a cost of about R27 million).
4. Research to inform Inner City Public Transport strategy.

14. Other Selected & Relevant Information: Examples of Publications and Reports:

1. Evaluation of National Government Coordination Systems. Presidency. 2014: [http://evaluations.dpme.gov.za/sites/EvaluationsHome/Evaluations/Impact%20Implementation%20Evaluation%20of%20Government%20Coordination%20Systems/Final%20Report%20\(1325\)%20Including%20Exec%20Summary/14%2002%2006%20Coordination%20Evaluation%201%205%2025%20Report%20final.pdf](http://evaluations.dpme.gov.za/sites/EvaluationsHome/Evaluations/Impact%20Implementation%20Evaluation%20of%20Government%20Coordination%20Systems/Final%20Report%20(1325)%20Including%20Exec%20Summary/14%2002%2006%20Coordination%20Evaluation%201%205%2025%20Report%20final.pdf)
2. Implementation of the Comprehensive Rural Development Programme: Presidency. 2013: [http://evaluations.dpme.gov.za/sites/EvaluationsHome/Evaluations/Implementation%20Evaluation%20of%20the%20Comprehensive%20Rural%20Development%20Programme%20\(CRDP\)/Final%20Report%20\(1325\)/CRDP%20Final%20Evaluation%20Report%201_3_25%20Impact%20Economix%2013%2010%2031.pdf](http://evaluations.dpme.gov.za/sites/EvaluationsHome/Evaluations/Implementation%20Evaluation%20of%20the%20Comprehensive%20Rural%20Development%20Programme%20(CRDP)/Final%20Report%20(1325)/CRDP%20Final%20Evaluation%20Report%201_3_25%20Impact%20Economix%2013%2010%2031.pdf)
3. Author of dti and COGTA booklet: Guidelines for Reducing Municipal Red Tape” downloadable at: <http://www.thedti.gov.za/DownloadFileAction?id=777>
4. 2012: KZN / Ethekeeni Impact Evaluation of Nine Cluster Initiatives: Survey of Member and Non-Member Firms: <http://www.impacteconomix.com/projects>
5. 2009 booklet produced for Department Co-operative Government and Traditional Affairs on Urban Renewal Anchor Project Lessons: http://www.thedplg.gov.za/urp/index.php?option=com_docman&task=doc_details&gid=147&Itemid=99999999

6. November 2008 report on Red Tape Reduction Lessons: Cape Town Case Study produced for the Local Monitoring and Research Facility:
http://led.co.za/sites/led.co.za/files/cape_town_red_tape_case_study_v3.pdf
7. September 2008 presentation on Township Centre Establishment and Management Challenges presented to Training for Township Renew a l Initiative:
<http://ndp.treasury.gov.za/Courses%20Library/2008,%204-5%20Sep%20-%20Short%20Course%20on%20Township%20LED%20Strategy%20Formulation,%20East%20London/Overview%20of%20township%20centre%20challenges.pdf>
8. 2008 Buffalo City (East London) Economic Development Stratgy: Buffalo City Municipality. 2008. Economic Development Strategy (available online at http://www.buffalocity.gov.za/municipality/keydocs/bcmled_strategy2final20082.pdf)
9. Presentation to South African Cities Network Working Group on Well Governed Cities: <http://www.sacities.net/images/stories/2008/pdfs/annex%20a%20presentation%20silimela.pdf>
10. Situation Analysis of the Lukhanji/ Queenstown economy as part of developing a Local Economic Development Strategy: April 2008:
<http://www.lukhanji.co.za/Documents/Lukhanji%20LED%20Situation%20Analysis.pdf>
11. February 2007 Report on Cape Town's Investment Constraints produced for the City of Cape Town: http://www.capetown.gov.za/en/ehd/documents/ehd_-_investment_constraints_123200813136_.pdf
12. 2007 West Coast Regional Economic Development Strategy: <http://www.westcoastdm.co.za/LED/Microsoft%20Word%20-%20Reds%20Final%20Part%201.pdf>.
13. 2006 Western Cape Strategic Infrastructure Plan: Education Chapter: http://www.westerncape.gov.za/other/2006/5/sipch4education-gate_rev3v3_4_1.pdf

Conference Papers & Workshops:

1. October 30 2012: Improving Municipal Service Delivery: The Case for Business Process Management: Association of Public Administration and Development (Durban).
2. October 12, 2011 presentation at the SA National SMME Summit (hosted by DTI): "From Red Tape to Smart Tape" Available at: http://www.thedti.gov.za/sme_development/sumit/From%20Red%20Tape%20to%20Smart%20Tape%20Local%20Government%20Perspective%20Mr%20Rae.pdf.
3. Wolpe, R. May 2010 The Fast Changing World of Scenarios for Cities and Regions in South Africa. Presentation at World Futures Society: SA Chapter Launch Conference, BMW Pavillion V&A Waterfront Cape town (refer to this link for a summary of the conference proceeding: <http://www.wfs-sa.com/Resources/Documents/2030%20Conversations%20-%20Published.pdf>) : <http://www.slideshare.net/WorldFutureSociety/wfs-conference-silimela-rae-wolpe>.
4. Wolpe, R. 5 September 2008 presentation on Township Centre Establishment and Management Challenges presented to Training for Township Renew a l Initiative:
<http://ndp.treasury.gov.za/Courses%20Library/2008,%204-5%20Sep%20-%20Short%20Course%20on%20Township%20LED%20Strategy%20Formulation,%20East%20London/Overview%20of%20township%20centre%20challenges.pdf>
5. Wolpe, R. 20 March 2008. Presentation on the Impacts of Incentives on Urban Development to the South African Cities Network Working Group on Well Governed Cities: <http://www.sacities.net/images/stories/2008/pdfs/annex%20a%20presentation%20silimela.pdf>
6. City of Cape Town. July 2005. Rae delivered a paper on Cape Town's Economy: 2025 as part of the Cape Town 2025 Conference (see the conference report at: http://www.capetown.gov.za/en/stats/CityReports/Documents/Cape%20Town%202025%20and%202030/Report_of_Cape_Town_2025_Conference_412006131320_359.pdf).
7. Western Cape Provincial Government. November-December 2004. Western Cape Growth and Development Summit. Rae Wolpe participated as government representative in the economy task team (see the framework report and agreement at: [wcape gds 2004 www.sarpn.org.za/documents/d0001101/P1216-PDCFramework_Agreement_Dec2004.pdf](http://www.wcape.gds.gov.za/documents/d0001101/P1216-PDCFramework_Agreement_Dec2004.pdf)).

16. References

COMPANY	CONTACT PERSON & POSITION	TELEPHONE NUMBER AND EMAIL	SCOPE OF WORK	DURATION FROM TO	
Industrial Development Corporation	Letumile Sebolai: Manager Agency Support and	(011) 269 3969 072 627 1591	Evaluation of the Regional Industrial Development Strategy Fund.	2013	2014
Provincial Government of the Western Cape: Department of Economic	Ms Michelle Ellis Michelle.Ellis@westerncape.gov.za	(+27) 083 565 1867 (021) 4839107	Red Tape Reduction in Overberg District Red Tape Reduction in the Cape Winelands District	October 2014 2013	February 2015 2013
Provincial Government of the Western Cape: Department of Economic	Mark Lakay: Local Economic Development Manager	(+27) 082 318 7368 mark.lakay@westerncape.gov.za	Cross Border Collaboration Action Plan Genesis exercise to identify Catalytic Projects in Breede Valley	February 2011 October 2011	May 2011 April 2012
City of Cape Town	Mr Faith Kolala: Manager Investment Promotion	(021) 4174020 (078) 215 0477 Faith.kolala@capetown.gov.za	Investor Confidence in Cape Town as a Investment Destination	June 2014	December 2014
South Africa: Presidency: Department Performance Monitoring & Evaluation	Ms Ronette Engela: Deputy Director General: Macro M&E Systems coordination and Support	(+27) 082 4650 196 Ronette@po.gov.za	Research on Implementation & Budget Programmes of the Competition Tribunal	August 2012	October 2012
Department of Trade and Industry	Khomotso Ramaifo: Director SMME Development	(+27) (012) 394 3045 082 717 2477 KRamaifo@thedti.gov.za	National Red Tape Reduction Pilot in 12 Municipalities	June 2011	June 2012
Ethekwini Metro	Mr Takalani Rathiyaya: Deputy Head:Economic Development	(+27) (031) 311 4238 083 5569950 takalani.rathiyaya@durban.gov.za	Performance and Impact Evaluation of Nine Cluster Initiatives	February 2012	August 2012

CURRICULUM VITAE

Darlington Mutakwa

1. Family name: Mutakwa
2. First name: Darlington
3. Date of birth: 12 June 1984
4. Nationality: Zimbabwe
5. Civil status: Married
6. Education:

Institution [Date from –Date to]	Degree(s) of Diploma(s) obtained:
National University of Science and Technology (2003-2007)	BSc.(Hons) Applied Mathematics
University of Cape Town (2011-2012)	MPhil Demography

7. Language skills: Indicate competence on a scale of 1 to 5 (1 –excellent: 5 basic)

Language	Reading	Speaking	Writing
English	1	1	1
Afrikaans			
Zulu	5	5	

8. Other skills:

Computer literacy: MS Office, Internet, STATA Intercooled version 12, SPSS, NVIVO 7 and Epi Info

9. Present position: Senior Researcher

10. Years Within the firm: 2

11. Key qualifications (Relevant to the Project):

Year	Education / Training / Professional Development	Organisation
2010	Executive Certificate in Project Monitoring and Evaluation	University of Zimbabwe

12. Professional Experience:

Date	Location	Company	Experience
2005-2006	Harare	Biomedical Research and Training Institute: Research Intern	<ul style="list-style-type: none"> • Data collection, entry, cleaning and statistical analysis; and report writing • Developing data collection tools for evaluating interventions • Development of best practice interventions from baseline surveys • Monitoring and evaluation of research informed interventions
2007-2010	Harare	Biomedical Research and Training Institute: Research Officer	<ul style="list-style-type: none"> • Developing and translating quantitative and qualitative data collection tools • Data collection, data entry, data cleaning and Statistical analysis • Field data quality control • Report writing • Dissemination of research findings to stakeholders • Developing research informed HIV prevention interventions for adolescent girls • Monitoring and evaluation of research informed HIV prevention interventions • Conducting training workshops

2009-2011	Harare	Assemblies of God Projects: National Project Leader	<ul style="list-style-type: none"> • Developing indicators for the Early Childhood Development(ECD) project • Supervising the operation of ECD centres under the project • Conducting training workshops for parents/guardians with children in ECD centres • Monitoring and Evaluation of all activities at the centres • Report writing
2013-Current	Cape Town	Impact Economix: Research Manager	<ul style="list-style-type: none"> • Impact Evaluation of the Regional Industrial Development Fund (Industrial Development Corporation). • Cape Town Investor Confidence Assessment. • Comprehensive Rural Development Programme under the Department of Rural Development and Land Reform . • Survey design and management, research, analysis and report writing. • Conducting training workshops.

13. Other Relevant information

Publications:

1. Utilizing the PLACE Method in the Development, Implementation and Evaluation of HIV Prevention Efforts for the Orphan Girl Child in Bindura District in Zimbabwe: National Action Plan for Orphans and Vulnerable Children (2007 - 2010)
2. Utilizing the PLACE Method in the Development, Implementation and Evaluation of HIV Prevention Efforts for the Orphan Girl Child in Gweru District in Zimbabwe: National Action Plan for Orphans and Vulnerable Children (2007 - 2010)
3. Utilizing the PLACE Method in the Development, Implementation and Evaluation of HIV Prevention Efforts for the Orphan Girl Child in three Priority Prevention Areas (3 Districts) in Zimbabwe: National Action Plan for Orphans and Vulnerable Children (2007 - 2010): An Impact Evaluation.

14. References

COMPANY	CONTACT PERSON	TELEPHONE NUMBER	SCOPE OF WORK	DURATION	
				FROM	TO
Biomedical Research and Training Institute	Mr S. Buzuzi		Health Research	2005	2010
University of Cape Town	Prof T. Moultrie	021 650 5475	Demography	2011	2012
University Of Cape Town	Mrs M. Jordaan	021 685 0550	Student Residence Management	2011	2012