

# Focused on

## uplifting

INTERVIEW WITH **MKHULULI GAULA**  
CEO, KHAYELITSHA COMMUNITY TRUST



Khayelitsha Community Trust

[committed to the development of Khayelitsha and it's people]

Khayelitsha Community Trust, Office no. 15, 1st floor, Old Dutch Square, Cnr Bill Bezuidenhout & Old Paarl Road, Bellville, 7530 or P.O. Box 1509, Bellville, 7535



## Biography

Mkhululi Gaula has worked in various companies at management level with more than 10 years of experience. He has served extensively both the NGO and public sectors specialising in low-cost housing developments. He serves in consultation and advisory capacities for a number of organisations and has written a number of thought-provoking research papers for conference presentations. Gaula has a BAdmin degree from the University of the Western Cape, a postgraduate diploma in Public Policy and Development Administration at Wits University and a MSc degree from the University of Manchester in England.

### What business are you in?

Khayelitsha Community Trust (KCT) is a non-profit municipal entity whose core objective is to initiate, coordinate & implement local economic development opportunities for the benefit of the Khayelitsha community.

### What is your main value proposition?

KCT delivers wide-ranging projects geared at improving the livelihoods of disadvantaged communities on behalf of the City of Cape Town Municipality.

### What are your competitive advantages?

Though regulated by municipal legislations like the Municipal Systems Act and the Municipal Finance Management Act (MFMA), as a municipal entity KCT is unique in the sense that it is governed by an independent Board of Trustees and is thus able to raise its own funding sources and deliver on its own innovative project targets.

### Tell us about your strategy that differentiates your business from competitors in the same industry?

In 2006, KCT signed a Service Delivery Agreement with the City of Cape Town which allows the former the luxury of being able to pursue economic development imperatives in an innovative and legally accountable manner without being bottlenecked by extensive red tape and bureaucratic hurdles.

In a sense KCT is like a private sector organisation with a structure that permits and enables efficient decision making processes.

### Acquired any new joint ventures recently?

KCT has recently completed the construction and operation of a R91 million shopping complex / retail centre in Khayelitsha with the aid of development funding from the Rand Merchant Bank (RMB). KCT is also in the process of delivering on a 1200-unit housing project in partnership with RMB, FNB Housing & Power Construction.

What is your view of the social networks, i.e. Facebook, Twitter, and how it can be used to improve business and internal processes? These social networks can indeed be useful powerful tools of marketing the organisations' objectives and products. We would welcome usage thereof as a means of reaching out not only to local service providers but to the relevant international audience as well.

### Are you satisfied with the company performance thus far and what can be done to improve process, systems and performance?

Thus far our organisation has delivered on a number of tedious and complex internal policy instruments. However, much improvement needs to be effected as far as visible community-centred delivery is concerned as well as the effective communication of such achievements

### What is the driving force behind your company and what does it hope to achieve?

The sole existence of our organisation is central to the socio-economic lives of the poor as it primarily focuses on addressing the needs of the unemployed, poverty-stricken and those who look upon government entities to deliver on their economic empowerment and skills transfer expectations.

### What key or important innovations have you made in any sphere of your business over the past year, or plan for the future?

KCT is concentrating on establishing viable Public-Private Partnerships for the various projects that are in the pipeline during the 2010/2011 financial year. □