

Cross-sector Key-stakeholder Partnership Clanwilliam, Cederberg Municipality.

Clanwilliam Development Partnership

Over the last couple of years, a handful of key-leaders in our community have started talking about the possibility of forming a broader community all-inclusive coalition, collaboration, or social compact or cross-sector Partnership. We off-course are not an island, for we see this idea in discussion forums all over the world.

Stakeholder Collaboration – Building Bridges for Conservation WWF

Sometimes communities face challenges like Nature Conservation and in our case Rapid Urban Sprawl that is simply too immense or complicated for organizations to solve adequately independent from the other. Therefore, cooperation between interested and affected people and groups is vital if the problems are to be addressed coherently. More importantly, “Collaboration relies on trust, inclusion, and constructive engagement to achieve a broad common purpose. It does not use advocacy, exclusion, and power over others to achieve its ends.”¹

In Local Social Community Development we should agree with:

- The dignity of the human person, whatever their race, gender, background or beliefs.
- The importance of a common good that transcends individual interests.
- The need for stewardship – a concern not just for ourselves but for our collective future.

President Ramaphosa did mention this in his January 8th State of the nation address 2020.

We call on **civil society formations** to continue to champion the values of our democratic constitution, to fight for social justice and equality, to intensify the campaign for ethical governance and to hold those in positions of authority to account.

We call on **faith-based organisations and leaders** to continue to provide spiritual and moral guidance to society, to challenge crime, corruption and violence, and to care for the poor, the marginalised and the mistreated.

We call on all **farmers, farmworkers and traditional leaders** to work together in support of meaningful land and agrarian reform, to build relations of trust and respect within rural communities, and to significantly expand food production and ensure food security.

Morphogenetic Social Development Model (Prof. Deon Pretorius)²

A cross-sector partnership, social Compact/social contract is a commitment by people in a society or community to live together in accordance with an agreement that establishes a set of moral, political and other rules of behaviour. There is also the version of the social contract (based on the thinking of John

¹ https://wwf.panda.org/wwf_news/?4263/Stakeholder-Collaboration-Building-Bridges-for-Conservation

² <https://www.mistraurbanfutures.org/sites/mistraurbanfutures.org/files/Report-2020-1-Morphogenetic-Approach.pdf>

Lock) that includes the idea that life, liberty, and property are given to us by nature and shouldn't be taken away. Locke's states that people form governments in order to protect these rights, but in order for that to work, people have to follow the laws the government makes. It is not just about the relationship between government and citizens but about all the different sectors and all citizens. In fact, I think that we have to adopt a so-called pluralist approach which acknowledges both the diversity of interests and common interest. So ... many parties, many diverse interests and perspectives united by the common goal of **Inclusive Well-Being**. The implication of the commitment to Inclusive Well-Being is that the Cross-sector partnership must provide statements about how different parties will differently and similarly contribute to Inclusive Well-Being.

Whole PERSON Development: Phycological, Spiritual, Intellectual, Social, Cultural, Physical, Economic, Political.

Examples in other towns in SA:

Jan Oosthuizen and a grouping of problem-solving bridge builders, nation builders, concerned business leaders held a Christ-centered Bridgebuilding Land summit three times in 2019.³

The Agricultural Weekblad started the movement with the Problem Solution Summit held in August 2018, and recently in Ceres 14-15 November the PALS Witzenberg Symposium. ⁴

Stokkies van Zyl drives a Business Forum in Vredendal with a view to secure water for the Area.

Gerrit van Vuuren drives the PALS Witzenberg Land Reform Initiative.⁵

Roelf Meyer - Agricultural Development Agency.⁶

Prof Deon Pretorius and Theo Bezuidenhout Sundays River Valley Collaborative (SRVC)⁷

Barend La Grange – Senekal, Coligny, Kroonstad. ⁸ South Africa Day (Revd Dr Thabo Cecil Makgoba) ⁹

Biblical Justification:

⁴The queen of Sheba was impressed by Solomon's wisdom⁵, the palace he built, the food on his table, his officials' way of sitting on, the ministry and dress code of his table maids and his waiters, as well as the burnt offerings Solomon sacrificed at the temple of the Lord. All this made her gasp at her breath. (1 Kings 10:4-5) May President Cyril Ramaphosa, and Minister of Agriculture Thoko Didiza and off course all the International visitors and tourist to our town also one day gasp at their breaths, as they see the employers taking care of their employees, and how everyone in the town started taking responsibility for building, and not breaking down.

Seek the peace of the City (Jeremiah 29:7)

African Culture – Ilima – Cooperation

Ilima refers to an African cooperative enterprise which was a holistic communal lifestyle within African communities and kingdoms. It originates from collective tilling of the fields for planting of various crops.

³ <https://landsummit.co.za> <https://landsummit.co.za/wp-content/uploads/2019/08/14-Models-.pdf>

⁴ <https://www.netwerk24.com/landbou/Nuus/die-grond-oplossing-boere-se-perspektief-20180706>

⁵ <http://wpals.co.za>

⁶ <https://www.engineeringnews.co.za/article/new-agricultural-agency-to-facilitate-investments-worth-r129bn-2019-11-06>

⁷ <https://www.netwerk24.com/landbou/Bedrywe/Tuinbou/sitrusboere-spring-in-vir-herstel-van-gemeenskap-20180307-2>

⁸ https://www.vryeweekblad.com/nuus-en-politiek/2021-06-03-ons-groot-sa-regruk-dossier-1-6-stories-oor-hoop-handevat-en-slaggate/?utm_medium=Social&utm_source=Facebook&fbclid=IwAR0NEvR3zRdqu1A4PLVKicPxPDQOVughry3Ug2y2g2N8pgxKfN_AcP4ULdU#Echobox=1622775871

⁹ <https://southafricaday.org.za/>

This involved all members of the community. Each family contributed whatever it can contribute from personal, oxen, implements, seeds, food, etc. This ensured that all fields are tilled and planted for each and every family. The families and community work together cooperatively supporting one another up to the period of harvesting.¹⁰

Benefit to Local Government:

"Khawuleza" which means hurry up in isiXhosa, is the name for a new district co-ordination model which seeks to "improve the coherence and effect of government service delivery and development". Our initiative gives us the lead, to negotiate funding for sewage works, housing, and expansion of service delivery as an organised collective of South African citizens.¹¹ Local Municipality finds an ally in Private Sector who is trying to solve the town's challenges together. (Public, Private, People Partnerships)¹²

Advantages for Business & Producers

An inclusive and Integrated Development Forum gives us the scale of impact to unlock international and national social impact/CSI funding.

The Business Sector's financial involvement proves their social responsibility to potential markets and Government.

Avoid duplication and strengthen each individual organization through sound cross-pollination/sharing of auxiliary resources.

In future Businesspeople will get the tax benefit of section 18a, as well as BBBEE points for their donations. Currently we work through our PBO Partners who already have this registration with SARS.

Accountability and sustainability of projects are better managed under the transparency of one structure.

Prevent Protests. Combat crime through social upliftment and economic inclusion. This collaborative initiative allows Citrusdal to proactively anticipate any community protest situation.

Promote productivity among workforce through joint off-site whole person development.

Housing options for: retired workers and the elderly, legal ESTA depositions.

Benefits for Community

Collective bargaining group.

Community prioritises what should receive first attention.

Community is part of all processes and takes ownership to work on solutions themselves.

Possibility of winning through training and participation, trust and being included in the value chain.

Community is formalized in their represented groups, and no one is excluded.

Community holds themselves responsible at all levels within the framework of good relationships and reciprocal respectful citizenship.

Common development agenda leading to joint action.

Opportunity to work together despite potential differences.

¹⁰ Mkhangeleni Manfred Matomela, former MEC Education EC.

¹¹ <https://www.timeslive.co.za/politics/2019-08-22-ramaphosas-khawuleza-model-everything-you-need-to-know/>

¹² <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7373498/>

Shared risks and rewards.

Discovery of hidden resources here in the locality.

Improved communication between sectors.

Improved public participation.

The Speed of trust fortified through practically succeeding together.

Strengthen the ability of all partners to deliver on their respective mandates through collaborative action

Overcome sectors, departments, civil society and government working in silos.

Restore and heal divisive historic trauma with local collaborative successes.

A Cross-sector partnership draws from local expertise available to strengthen weak capacity in Local Government.

For a Cross-sector partnership to work all residents, producers and businesspeople contributes proportionally.

History

The Clanwilliam Business Chamber initiated several meetings to test the idea of a community collaborative. It is important to let the community participate, and Dr Ruben Richards facilitated this process, and hence the Clanwilliam Improvement Association (CIA) was formed 10 December 2021 at Reynolds' garden. Three priorities emerged out of these meetings:



Efficient Governance – Maxwell Heins
Inclusive Economic Development – Jan Oosthuizen
Relevant Skills-Development – Michelle Korevaar

Several meetings were called and chaired by the above three facilitators throughout the community to ensure a transparent inclusive public participation processes.



This idea dialogue stimulated many table discussions and consequent meetings were held with Tourism, Town Planning, Rural Development, Youth groups, recycling, Homeowners Association, Interest Groups, Heritage trust, Flower Show Association, Business Chamber and the Municipality. Michelle Korevaar (CMH) had several meetings with various stakeholders, to listen, find common ground, strengthened by online community questionnaire, confirming much of what is set forth in this document.

In the meantime, more like-minded academics became interested to help Clanwilliam. The Swedish International Centre for Local Democracy conduct an annual Local Government Leadership Training Course for 4 Countries in Africa. Prof Deon Pretorius received the honour of being chosen as the Academic Mentor for South Africa, and asked the Cederberg to apply, due to his former work in Citrusdal. Andries Titus, Maxwell Heins, Shirley-ann Mouton, and Jan Oosthuizen was chosen to represent the Cederberg team. This means these candidates will be stimulated with learning from not only other chosen African Countries like Namibië, Kenya, Zambia, but also directly from Sweden. Deon will also conduct training workshop for the Cederberg Municipality and Clanwilliam Partnership.

Prof Nick Binedell and Andrew Boraine met with several leaders and the community by invitation of Dr Ruben Richards and then offered to help us establish a sustainable partnership.

The realisation became evident: As it happens, we are having meaningful meetings sharing common interests, but little measurable action takes place.

It was decided to call on a cross-section of key-leaders to break away for a two-day workshop at Goedgedacht to look at an implementation strategy. Before we get into this Strategic Meeting, let's hear what the people of Clanwilliam agree on.

Value Driven

Finding common ground in a historically segregated, ethnic and economically diverse community is almost impossible. Getting people to work together in any business, school or family takes hard work and committed leadership. These are the values that we have found the people of Clanwilliam agree on.

We want to work with everyone.

We do not want to fight with anyone.

We are looking for practical solutions.

We are looking for knowledgeable people to do the job

We do not want to exclude anyone.

We want to live together in peace.

We want to unlock as many economic opportunities as possible for our people.

We are hard on crime but gentle on people.

We want to do first and then talk.

We must each contribute and take responsibility.

We always should maintain high standards.

What is the desired Future we are hoping for as Residents in Clanwilliam?

According to Dr Ruben's three workshop facilitations we as Clanwilliam people desire:

Clanwilliam to become top 10 Tourist Destination in the Western Cape; decrease unemployment with 12%; control influx; the need to develop "samewerking" – a working together; must address the evil of inequality; we must turn the town around; develop tourism; we need change; stimulate local business; develop local talent; economic development; the need for new hope; develop trust; urgent action now; promote equal opportunity; promote job readiness interventions; neutral ground is desperately needed; help small and new businesses because business competition in the town is tough.

The most concerning and pressing crisis in Clanwilliam however is the unplanned urban development at Old Kaapse weg Khayelitshia, which led to several peaceful protest marches, also not delivering any results.

For any partnership to work one must decide on the ONE THING we need to solve together.

Why a cross-sector Platform/Partnership?

To develop a desired future for a stable prosperous Clanwilliam that is economically viable for all its residents. Everyone is pointing to someone else, to find the source of the problem of rapid urban sprawl. It is however a COMPLEX SYSTEMIC problem which is going to take an INTEGRATED DEVELOPMENTAL APPROACH and MULTI-STAKEHOLDER COLLABORATIVE effort to solve.

The Need to Appreciate the Urgency of the Matter

Over the last couple of years there has been numerous meetings regarding the challenges of uncontrolled and unplanned urban growth and how this affects the wider community and the municipality in many ways. The problems manifest **against a systemic background that is characterised by severe socio-economic inequality**. This creates frustration, tension, and conditions for conflict.

All parties need to understand that this is an undesirable situation not only because it poses a threat and creates risk for everyone but mainly because it involves many people that are excluded from a decent quality of life.

There is a need for greater urgency in addressing the root causes of the problem and one of the first steps is to be specific about the problem by assessing and interpreting and using the available data and information to provide a workable depiction of the situation.

If more and better data and information is required for an adequate understanding of the situation, for setting of baselines and for setting of targets, then the acquisition of such data and information must be prioritised.

The situation is further complicated by the problems of limited capacity and unrealistic expectations about what local government can do on its own to respond to the challenges. This means that there is also inadequate cooperation / collaboration among key sectors of Clanwilliam.

In addition, there is **no coherent development plan to address the structural and related challenges in an integrated and sustainable way**. Key sectors must make a commitment to collaborate, work towards a common vision and a plan that is co-owned by all sectors. Such a plan must take due account of unmet needs, challenges, and opportunities and in particular community assets that can be better utilised for local development purposes.

A portfolio of projects must be used as “low hanging fruit” to demonstrate that key parties and agencies can collaborate and work together towards the common good.

A structure is required as a minimalist organisational vehicle to take this process forward.

THE most pressing and biggest problem we as a community face is the unplanned Urban Sprawl Growth at Khayelithia, next to Old Kaapse Weg.

Positive systems loop cause for the rapid urban growth.

There are rational economic reasons why people endure these kinds of hardships, for example, the citrus industry has been doing relatively well, and the Citrusdal & Clanwilliam areas have become preferred employment destinations, with a possibility for better than minimum wage income opportunity for low-skilled and semiskilled workers. There is a full 12-month employment cycle in the citrus, rooibos, vineyards and vegetables industries. The problem is exacerbated because of uncontrolled access to land, uncontrolled access to find employment from farm directly, fairly short distance from the metro, irregular work performance and inconsistent time management with high workforce turnover.

Currently, international migrants represent about 3.6 per cent of the world's population. (15 Jan 2021) This means that people generally do not prefer migration from their birthland and country of origin, unless in this case to escape poverty. The Lesotho push-effect.

What makes a cross-stakeholder partnership different?

Focusing on who needs to work together to find solutions, and how to work better together. This is an adaptive management and partnering development approach. We want to help stakeholders recognize the importance of shared risk and rewards in a partnership, and to build two-way mutual accountability

between residents and the municipality. This means not taking over the roles and mandates of municipality but helping all partners to deliver on their mandates in a collaborative way. The workshop aimed to draw from the collective expertise and resources available in the room.

Who was invited and was in attendance?

Senior Municipal Officials: A Titus (MM) P. Majeni (Senior Project Unit Official)

Farmers: J Berg, M Berg, E vd Watt

Farm Workers: P Morapele

Business Owners: J Mountain, V Koopman, K Rantsane

Community Residents Groups: N Ntlangula (Khayelitsha),

NGO's & Faith-based leaders: M Korevaar (CMH), Dr. R Richards (RRF); J v Rooy-Brand (KKPP)

Community Based Organisations: J Oosthuizen (CPF) J Strauss (Hospital Superintendent)

Technical: I Rumboll, Z Nortje, A Mallows

Academic: Prof. D Pretorius (Sundays River Valley Collaborative)

Prof Andrew Boraine (WC Economic Development Partnership) and Prof Nick Binedell (In Transformation Initiative)

Problem Description (based on participant inputs)

Specific issues: Weak spatial planning. Limited and fragile electricity, waste, water infrastructure. Little youth development towards job readiness and sustainable good jobs. Poor communication and language-culture-barriers. High levels of substance abuse, petty crime, decreasing value of property, environmental degradation. Slow pace of economic development.

Big picture issues: High levels of unemployment, social deprivation, economic exclusion, poverty, unskilled and low-skilled workforce, inequality. (Long term challenges)

Specific constraints: Limited bulk services, old infrastructure, lack of finance in local government and national fiscal crisis, rocky topography, shortage of available land for development, competing with other towns pipeline of priorities in provincial departments. Qualifiers is also a problem. More than half of the in-migrating people are non-RSA citizens. Current legislation of R3500 pm limitation enables non-payers.

Unplanned Urban Growth: Unrestrained urban sprawl, mostly migrants from Lesotho, lack of stats, poor communication, shortage of staff in Municipality's Housing Department and dedicated sprawl law enforcement. (Influx control – apartheid/segregation did not work – people have constitutional rights - 24 hours to remove them – now integrated housing approach in RSA).

Place based issues: Khayelitsha - safety and security, poor roads and access for SAPS, ambulance and fire brigades, not sufficient access to basic services, little child day-care or ECD, no education at foundation phase in first language, children defecating on the Old Kaapse road, no waste removal, unformalized congested structures, unsafe structures within road reserve, disintegrating 2km gravel road – Old Kaapse Road. Pick-up point of farm workers is problematic.

Governance issues: Historical lack of political will, cadre-deployment, low-capacity-performance, little collaboration except now under new Acting Municipal Manager, over politicized decision-making, unmet expectations from protestors, lack of trust, legislation for public participation limited with poor attendance (we need to get the right people in the room if we want to find solutions together) and lack of meaningful dialogue. Some officials simply comply without going the extra mile. Counsellors not visible enough in

Khayelitsha, negative attitudes, behaviors and culture of entitlement, poor pay-rate of citizens and consequent lack of municipal revenue.¹³

The municipality does not have an informal settlement management plan. There is no Standard Operating Procedure to enable people coming into Clanwilliam to approach the municipality for the municipality to indicate where they may erect temporary structures.

Law enforcement officials patrol the area and respond to calls to attend to new structures being put up, but this is not sufficient. Many building activities are taking place at night where structures are even assembled elsewhere and then placed in the area along the Old Kaapse road before dawn. Law enforcement shifts do not cover this time of day.

It is difficult to obtain court orders for eviction especially now during COVID 19 Pandemic. This is the only effective way that enforcement can be done. The municipality is awaiting advice on possibilities.

Funding for Access to Basic Services (ABS) to provide water and sanitation facilities at the area earmarked for interim services while the municipality plans for the housing project. The housing project will include top structures for those meeting the Department of Human Settlements' new housing beneficiary requirements as well as serviced land for the rest on the database.

Relationships between the municipality and the affected community need to be improved. Communication lines need to be opened for the residents of the affected area to know about the municipality's plans for the area and what is expected from them in order to get the necessary buy in.

The municipality also needs to urgently engage farm owners whose labor collection points are on the Old Kaapse road.

People are living where they can be close to transport to work. Together with the municipality an alternative must be identified, which must form part of the informal settlement relocation plan.

Plans as per the Spatial Development Framework (SDF) on what land along Old Kaapse road is earmarked for will have to be in place and ready for implementation when the relocation of the informal settlement takes place. That will be to avoid availing new land to be taken up once again by illegal development.

How Clanwilliam should lobby National & Provincial Government Support.

We are competing with many other towns, much bigger, also with pressing needs to get Government Support. If we can work together, we position ourselves in a more favourable advantage.

Private Sector Partnership and integrated society – Clanwilliam Partnership

Organized Local Community Residents Association – well represented willing to take good-neighbors-responsibility and collaborate.

Available employment and high plausibility of poverty reduction.

Relief urbanization pressure on Cape Town Metro.

Relatively Small Community – Developmental Basic Services costs not too high.

District Collaborative model proof of concept.

Fair municipal performance rate can be improved with collaborative developmental approach from local resident capacity.

Strong Community Based, Faith-Based Organizations, and NGO's.

¹³ Newest White Paper of National government. "Towards a policy foundation for the development of human settlements legislation 2021" <https://bit.ly/3gr6QMg> Department Human Settlements

Clanwilliam Development Partnership is formed

Agreement to form a non-partisan cross-sectoral platform to mobilize joint action around development projects in Clanwilliam.

Mission: Seeks to strengthen the ability of all partners to deliver on their respective mandates through collaborative action.

Founding partners: Cederberg Municipality, Rooibos Ltd., Khayelitsha Residents Committee, KKPP, Changemakers-HUB, Clanwilliam Business Chamber, Clanwilliam Community Police forum, Namakwaland Citrus, John Mountain, Ruben Richards Foundation.

Stakeholders Map: Additional stakeholders and potential partners to be included.

All representative leaders, CEO's, MD's, key-decision-makers in the Government, Health & Social Welfare, Business & Farmers, Education & Skill-development and Safety & Security Sectors, Tourism, Recreation and Sport, with the support of Academics, and research institutions, Faith-based Organizations, NGOs, Local Indigenous people Chief, and ALL local elected Political Parties.

Note that the Clanwilliam Partnership does not seek to represent stakeholders, institutions, and organizations in Clanwilliam, but rather offers a cross-sector platform for collaboration.

First Projects

- 1) Urban Development (Convened by Phemelo Majeni)
 - a) Conduct Community Asset Based Profile – Centralize all **Desktop Data**.
 - b) Compile Urban Development Master Plan which uses the SDF as a point of departure.
 - c) Procure provincial and national funding for BULK services, **UISP access to basic services**.
 - d) Agree on a **Municipal Standard Operational Procedure** for allocation of land for new-comers.
 - e) Work towards the gravelling of **internal access roads** within the Community, regular upkeep of Old Kaapse Weg, and urgent upgrade.
 - f) Seek **Waste Management** Solution.
 - g) Seek **Sanitation** Solution
- 2) Developmental Fund and Financing (Convened by Jan Oosthuizen)
 - a) **Employment Levy** (Employees must also take responsibility and ownership for their own development)
 - b) **Workers Levy** (Employers need a healthy, passionate, consistent, productive workforce – investment in the community through a relational approach build such a workforce loyalty)
 - c) **Ratepayers Levy** SRA (To prevent further property devaluation; homeowners will need to invest)
 - d) **Donors** (Internal Stakeholder leverage External Development Funding)
- 3) Collaborative Engagement Model with Stakeholders towards systemic development. (Convened by Prof Deon Pretorius) **Public Participation Framework** process towards long term sustainable developmental immersing projects towards a desired future. One of the first partners we will support and help to achieve their social economic development goals in a collaborative way is **Change-Makers Hub**, to establish a Legacy Garden as a trust-building exercise. Other viable projects will immerge.

The Current Interim Steercom is:

The Convenors chosen at Goedgedacht is:

Phemelo Majeni (Urban Development)
Michelle Korevaar (Economic Social Development)
Jan Oosthuizen (Developmental Fund and Financing)

The key-decision makers that have to be kept updated on all processes is:

Andries Titus (Municipal Manager)
Maxwell Heins (Counsellor)
Community Leaders.

Shirley-ann Mouton (Housing) is part of the ICLD team, and therefor also have to be included.

Prof. Deon Pretorius will be the main mentor to the process. Also in regards to the ICLD Training.
Prof Nick Benedell and Andrew Borainne is kept in the loop, for guidance and cross-sector links to support/info etc.

Steercom meets every Friday to give feedback on progress.

We would like that the CLANWILLIAM DEVELOPMENT PARTNERSHIP include all the groups, and key-stakeholders that was part of all our meetings, and wish to become a partner to join us in this developmental journey of changing the future of our town together!

Clanwilliam is OUR town, and WE take responsible for OUR people.



Possible LOGO: Patterned on the famous Namakwaland Daisy with the Mountains, farms and sun rising in the background. The Colours of our National Flag shows our patriotism, and the five circles is the main governmental structures of our community taking hands: Government, Health, Law & Order, Business and Education. The white colour inside the flower speaks of the integrity of the ecosystem inside.