

Leadership & Partnership: – the keys to sustainable community development

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What is the national agenda after the first decade?

President Mbeki

“The centre of our struggle is against poverty and under-development.”

SACC conference, 12 July 2004, Jhb

ECONOMIC ACHIEVEMENTS

1994-2004, Decade of democracy

10 yrs

10 before

• Growth	2,8%	1,0%
• Investment	4,7%	2,9%
• Inflation	6%	15%
• Budget deficit	3%	7%
• Capital inflows	+R170 bil	-R46 bil

SOCIETY - UNEMPLOYMENT (40%)

- From mid-90s to 2003:
 - Population growth = < 2% p.a.
 - 15 to 65 age group = 3% p.a.
 - **Workseekers** (EAP) = 4% p.a.
- Jobs grew at about = 2% p.a.
 - note criticism of jobs.
- Need to **grow jobs** at = 3% p.a.

SOCIETY - POVERTY

Compare 1970 to 2000:

Population: from 22 mil to 44 mil (+22 mil)

In Poverty: from 13 mil to 20 mil (+ 7 mil)

Proportion: from 57% to 46% (- 11%)

THE NEW CHALLENGE

- A 50/50 society with about **10 million people** who will never enter labour market
- “**Two economies**”: outsiders for this generation.
- Impact of social grants – *necessary relief, not full solution!*

CHALLENGES TO THE STATE

Minister Trevor Manuel

“We cannot build a healthy society where one out of six citizens rely on social grants – this is not sustainable”

(WCPCC, 26 June 2004)

CHALLENGES TO THE STATE (cont.)

Critical balance:

- Social security - individuals receiving money (relief measure)
- A more developmental approach – focusing on community upliftment (empowering communities & individuals)

CHALLENGES TO THE STATE (cont.)

- The trap, abuse of childcare grants: R170 per child per month
- Restructuring – a new national social security agency: approx. R50 billion per year; 8.5 million beneficiaries;
- Aim to save R1.5 billion lost annually to corruption

The Poverty Challenge

- 10 million South Africans have little chance of finding work
- Apart from the 8,5 million recipients of social grants, it leaves us with 10-14 million South Africans that struggle to survive...
- How do we support and integrate them into society? (Social integration)

Community Development

Models of Leadership & partnership

- **A diverse response to specific needs**
- **Diversity of partners: a shared vision & commitment**

Project examples

- **Comprehensive community relief and development services**
- **Caring networks: Aids, elderly, youth**
- **Skills training and Employment**
- **Educational programmes**

Project examples (cont.)

- **Secure Care Centre for youth**
- **Tourism development & cultural exchange**
- **Social Housing programmes**
- **Feeding programmes**
- **Sport and recreational programmes**

Shared features of success

- Strong leadership that takes responsibility to address the most urgent needs in a given community
- A shared vision and a focus on priorities that helps to mobilise the community behind activities that could make a difference

Shared features of success (cont.)

- “Smart partnerships” with various role players (business, government, town councils) to tap into different resources
- A contribution from own resources – which may include “sweat equity” or time given as volunteers, or the use of facilities without charge

Pitfalls and challenges

- A lack of focus that is needed to bind people together
- Start realistically to demonstrate success. Small but visible success help to build trust step by step
- There is not enough coordination amongst different initiatives or networks operating in the same area

Raising support & resources

- Research: Sources, focus & guidelines - public funds (grants), corporate social programmes
- “Charity begins at home” – what is in your proposal for the donor?
- Strive to establish partnerships – then support and funds will follow

Raising support & resources (cont.)

- Learn the art of asking donors what they can afford to give
- Learn to use key personalities or intermediate networks to achieve objective
- Cost your own contribution
- Financial support follows moral support; do not ask before you are ready

SUMMARY

- Human capital (Leadership skills)
- Social capital (the network of relations and partnerships to focus joint action)
- Financial capital (funding) for specific proposals

Challenges to CDW Programme

- Potential tensions: CDW and other community leaders; existing initiatives (Fransman)
- CDW: act as facilitators of social cohesion; not the gate-keepers; must be above party-political alliances (Rasool)
- CDW: training & skills development; what strategic backup; support for process?
- Budget allocations – to facilitate partnerships