Engage government departments on developmental issues

Level 4

- Learner Manual -

The development practice project

This set of learning materials were generated by the Development Practice project, hosted by the Sustainability Institute and in partnership with the Community Connections, AIDS Consortium and Keystone. This project generated a set of competence standards with development practitioners in Cape Town, Johannesburg and Durban, between 2005 and 2009. This manual is part of a set of materials consisting of a competence standard, learner's manual, facilitator's guide and an assessment tool. More information on this project is available on the Development Practice website.

ACKNOWLEDGEMENTS

SUSTAINABILITY INSTITUTE

The AIDS Consortium
touch one, reach many

keystone

Community Connections

LICENSING

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OVERVIEW

Welcome to this manual - ***Engage government departments on development issues***. The manual will assist you to acquire knowledge, skills and values to engage more effectively with government and build healthy working relationships with various organs of government.

This learner manual, accompanied by a facilitated programme of activities, should be followed up by practical 'on-the-job' experience and practice (supported by a mentor if possible). Once you have read through this learner manual, done all the exercises, implemented the learnings in your organisation, you will be ready to have your competence assessed, if you choose.

Below follows the Specific Outcomes and Assessment Criteria that this learner manual is based on. This means that at the end of your learning period, you will be able to practice all the points listed below. During the learning period you will be reminded to keep and file proof of your work. This is called a Portfolio of Evidence. It is a collection of evidence to show what was leant during the course and from past experience, including all other training courses attended. Recognition of prior learning (RPL) is when all your learning is taken into account and acknowledged when assessed for a specific standard. Outcomes are the result of your learning. At the end of each section there is a symbol for you to check your understanding.

Please read the competency standard below carefully.

What you will cover in this manual

This manual is divided into the following modules:

1. Structure, function and policies of government

2. Role of CBO and the rights of citizens

3. Different government departments and their services

4. Building relationships and engaging government departments

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SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA

Specific outcomes	Assessment criteria
Competence in this standard means that the learner has clearly shown that s/he is able to…	*Tasks and activities completed by the learner contain the following evidence of competence…*
Describe the main features of local and provincial community development policies and how these affect the community	▪ General knowledge of the structure and functions of government at central, provincial and local level is demonstrated. ▪ Specific policies that affect the communities are described and analysed. ▪ Areas of possible government support for organisation programmes are identified
Demonstrate an understanding of the right of citizens to services and the role of CBO's in relation to government	▪ The role of CBOs in relation to government is explained ▪ Government's responsibility to citizens are explained ▪ An understanding of the bill of rights and how it relates to CBOs is demonstrated ▪ Relevant developmental issues that they would like to engage government about is identified
Identify relevant government departments and the officials	▪ Knowledge of the role and function of various officials is demonstrated ▪ Relevant local officials are identified and contact details established

	▪ Creative ways for obtaining this kind of information are suggested.
Build appropriate relationships and or engage with government departments on a specific issue	▪ The personal characteristics necessary to build effective relationship with government are identified and demonstrated ▪ Possible opportunities for working relationships are explored ▪ Appropriate strategies for engaging government on a specific issue are recommended and justified. (From partnerships to confrontation)

Note: Tasks may be presented for an actual or hypothetical organisation but must be learner's original work and not copied from existing documents. Learners should be able to explain and justify their statements.

ACTIVITIES

There are a number of activities in the workshop. These are an important part of the learning approach and you are encouraged to complete these activities as part of your learning process. They will become part of your own "toolkit" to help you operate more effectively. Some of these activities can also be used as part of your portfolio of evidence, which you need to compile if you wish to be assessed for competence in this standard.

Symbols used in this workbook

	Important thought This sign shows an important thought or idea for you to take note of.

	Definition When you see this sign, a term is explained here.

	Self-test This designates a self-test section - this is an opportunity for you to check your understanding and if you are unclear, to discuss with your trainer.

	Case study/Example Case studies or examples will tell you about a practical application of something that has been discussed or covered in the course.

	Individual activity This sign marks an activity – either during the class or as homework. These activities are important to complete – both for your understanding but also as they can be included as part of your Portfolio of Evidence (PoE) for assessment.

	Group activity This sign means that this activity is a group work activity.

INTRODUCTION

Organisations do not function in isolation. All organisations need to establish an image, build relationships with the broader community and understand the socio-political, cultural and economic context in which they work. One of the critical relationships that organisations need to form in order to operate more effectively is the one with government (at all levels). Government provides both the policy framework within which organisations must operate, as well as some of the funding, to provide services. This relationship is necessary for maintaining a funding base and for advocating social change.

This manual will also look at how the different levels of government are structured and what the relationship is between CBO's and government. Another key element of this manual is to look at the different ways in which CBO's can use government to access information and services for their clients and the broader community.

If you and your organisation want to learn how to engage more effectively with government, then this manual is for you. The examples and suggestions made in this manual can be adapted and changed to suite your environment and needs.

STRUCTURE, FUNCTIONS AND POLICIES OF GOVERNMENT

Structure and functions of government – national, provincial and local

In order to engage with government one needs to understand how the different structures of government work. The following section will deal with the different government structures at national, provincial and local level.

Important thought

South Africa is a constitutional democracy with a **three-tier system of government** and an independent judiciary. The national, provincial and local levels of government all have legislative and executive authority in their own spheres. They are defined in the Constitution as "distinctive, interdependent and interrelated".

National government consists of:

- Parliament

- National Assembly (NA)

- National Council of Provinces (NCOP)

- The President and Cabinet

Parliament: Law making authority is vested in Parliament, which is situated in Cape Town and consists of two houses, the National Assembly and the National Council of Provinces. Parliament is bound by the Constitution and must act within its limits.

The National Assembly (NA): The National Assembly consists of no fewer than 350 and no more than 400 members elected for a five-year term on the basis of a common voters' roll. It is overseen by a Speaker, assisted by a Deputy Speaker. The number of National Assembly seats awarded to each political party is in proportion to the outcome of the national election, which is held every five years.

The National Council of Provinces: Also participating in the law making process is the National Council of Provinces (NCOP), a body created to achieve good governance and participatory democracy. It is through this body that national and provincial interests are aligned in national legislation that affects the provinces. The NCOP consists of 54 permanent members and 36 special delegates, and elects its own chairperson. Each of South Africa's nine provinces sends 10 representatives to the NCOP - six permanent members, and four special delegates headed by the provincial premier or a member of the provincial legislature designated by the premier.

Local (municipal) government representatives may also participate in the NCOP but not vote.

The President and the Cabinet: The President, elected by the National Assembly from among its members, is the executive Head of State and leads the Cabinet. The President may not serve more than two five-year terms in office.

The Cabinet consists of the President, the Deputy President and 25 Ministers. The President appoints the Deputy President and Ministers, assigns their powers and functions, and may dismiss them. All but two Ministers must be selected from among the members of the National Assembly. The members of Cabinet are accountable individually and collectively to Parliament. Deputy Ministers are also appointed by the President from among the members of the National Assembly.

Function of national government: Law-making

Important thought

Legislation may be introduced in the National Assembly only by Cabinet members, Deputy Ministers, or a member of a National Assembly (NA) committee. Any Bill may be introduced in the National Assembly. In the NCOP, legislation may be introduced only by a member or committee, and it must fall within certain constitutionally defined areas.

Bills passed in the National Assembly must be referred to the NCOP for consideration. The NCOP may pass, propose amendments to or reject a Bill. The National Assembly must reconsider a Bill in cases of amendments or rejections, and pass it again with or without amendments.

State institutions have been created to support constitutional democracy and include:

- The Public Protector;

- The Human Rights Commission;

- The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities;

- The Commission for Gender Equality;

- The Auditor-General and

- The Electoral Commission.

Provincial government

South Africa has nine provinces:

- Eastern Cape
- Free State
- Gauteng
- KwaZulu-Natal,
- Limpopo Province
- Mpumalanga
- Northern Cape
- North West
- Western Cape

Each province has its own provincial government, with legislative power vested in a provincial legislature and executive power vested in a provincial premier and

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exercised together with the other members of a provincial executive council. The provincial legislature has between 30 and 80 members elected for a five-year term based on the province's portion of the national common voters' roll. The number of seats awarded to each political party is in proportion to the outcome of the provincial election. Provincial elections are held concurrently with national elections every five years.

The provincial legislature is empowered to pass legislation within its functional areas, as well as a constitution for the province should it wish to do so.

The premier is elected by the legislature and the term of the premier is limited to two five-year terms in office. The premier appoints the other members of the executive council (MECs), which functions as a cabinet at provincial level.

In order to strengthen the links between national and provincial government, a province's permanent delegates to the National Council of Provinces (NCOP) may attend and speak in the provincial legislature and committees, but may not vote.

Local government

Municipalities, serve a four-year term, and run local affairs subject to national and provincial legislation. Provincial legislation may not compromise or impede a municipality's right to exercise its powers or perform its functions.

In line with the principles of co-operative government, national and provincial government must support and strengthen municipalities' capacity to manage their own affairs.

South Africa has 284 municipalities, divided into three categories.

- Metropolitan municipalities

Metropolitan municipalities, also known as Unicities, have exclusive municipal executive and legislative authority in their areas. There are six of these: Cape Town, Durban, East Rand, Johannesburg, Pretoria and Port Elizabeth. They have a choice of two types of executive systems: the mayoral executive system, and the collective executive committee.

- District and local councils

District and local councils are interdependent and involve a division of powers. A district council has municipal executive and legislative authority over a large area, its primary responsibility being district-wide planning and capacity-building. Within a district council's area are individual local councils which share their municipal authority with the district council under which they fall.

Group activity

Divide into 3 smaller groups and look at the different levels of government - their structure and function. Each group can do one of the levels and give feedback to the bigger group.

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Policies that affect communities

There are a number of national policies that govern the way in which services are provided to communities. The two most important of these policies are The Constitution and the Bill of Rights. The different departments also have different policies that guide services e.g. health, education, social services, safety and security etc.

The Constitution of South Africa

South Africa's Constitution is widely regarded as the most progressive constitution in the world, with a Bill of Rights second to none.

Human rights are given clear prominence in the Constitution. They feature in the Preamble with its stated intention of establishing "a society based on democratic values, social justice and fundamental human rights".

The other Founding Provisions of the Constitution reaffirm South Africa's determination to build on bedrock of equality, law and democracy. They are:

- Non-racialism and non-sexism.

- Supremacy of the Constitution and the rule of law.

- The provision that lays down the country's democratic philosophy by stipulating "universal adult suffrage, a national common voters' roll, regular elections and a multi-party system of democratic government, to ensure accountability, responsiveness and openness".

The Constitution provides for 11 official languages:

- Afrikaans
- isiNdebele

- English
- isiXhosa

- isiZulu

- Sepedi

- Sesotho

- Setswana

- siSwati

- Tshivenda

- Xitsonga

Not only are the 11 official languages named and their uses and right to promotion specified, but special attention is also paid to sign language as well as the Khoi, Nama and San languages.

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Bill of Rights

The Bill of Rights applies to all law and binds not only all state institutions, but also all people in the country. The Bill of Rights is found in Chapter 2 of the Constitution and is the cornerstone of democracy in South Africa. The Bill of Rights ensures the values of human dignity, equality and freedom. Government has the responsibility to respect, promote, protect and fulfil all the rights in the Bill of Rights.

One of the most important rights that is contained in the Bill of Rights is the right to **equality.** In terms of the Bill of Rights all people are equal before the law and have equal protection and benefit of the law. Equality includes the full and equal enjoyment of all rights and freedoms.

The other rights that are in the Bill of Rights are the right to:
- Human dignity
- Life
- Freedom and security of person
- Not be subjected to slavery, servitude and forced labour
- Privacy
- Freedom of religion, belief and opinion
- Freedom of expression
- Assembly, demonstrations, picket and petition
- Freedom of association
- Make political choices
- Not be deprived of citizenship
- Freedom of movement and residence
- Freedom of trade, occupation and profession

- Fair labour relations

- An environment that is not harmful to their health or well-being and to have the environment protected for the benefit of present and future generations, through reasonable laws

- Have their property protected

- Health care, food, water and social security

- Education

- Their language and culture

- Access to information

- Access to the courts

There are also special rights for children and those people who have been arrested, detained or accused of crimes. The Bill of Rights also deals with issues about the government's call for a State of Emergency.

If you would like more information about the Bill of Rights you can check the following websites: www.southafrica.info or www.constitutionalcourt.org.za

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Group activity

Think of your communities and your organisation. Discuss in the group how you could make use of The Constitution and The Bill of Rights to help you or your clients with specific developmental issues.

Allow for different people and organisations to give their input here.

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As mentioned before, each department in government has a number of policies that guide the work of that specific department. All these policies must fall within the framework set by the Constitution and the Bill of Rights. The policies also affect the way in which these departments interact with communities and the CBOs that work there. In the following section we are going to look at the different policies of some of the departments.

Social services and poverty alleviation

The Department of Social services plays an important role in all communities as they are involved with the welfare of the people. Their policies range from social security, social assistance to poverty alleviation.

Definition

A social grant is a cash transfer from the government to people who are unable to provide for themselves. It is paid to poor people to provide for basic necessities, and have a basic quality of life in sustaining a minimum livelihood.

Various types of grants

- Grant for the aged – old age pension

- Disability grant

- Foster child grant

- Care dependency grant

- Child support grant

- War veteran's grant

Documentation needed when applying for grants

- Bar-coded ID document

- Birth certificate of child (if for Foster care, Care dependency or Child support grant)

- Proof of assets and income

- Last three months bank statement

- Discharge papers (War veteran's grant)

- Medical certificate (Disability and care dependency grant)

- Marriage certificate (if married)

- Death certificate of husband or wife (if deceased)

- School attendance certificate (Foster care grant)

- Court order / extension order (Foster care grant)

Criteria for different grants

There are specific criteria for each of the different grants, but the income of a person is also taken into consideration in determining whether they should receive benefits, or what level the benefits should be. A sliding scale is used – as the income increases above a certain level, the benefits decrease until a point where no further benefits are paid. For more information about the specific criteria for each grant you can look on the website www.paralegaladvice.org.za or www.southafric.info

Important thought

The means test is a formula that is used to work out how much a person should receive. You need to give the following information:

- Your assets (e.g. your house)
- Your income (e.g. your salary)
- Your husband or wife's income (if married)

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The Department of Social Development also has other programmes to support communities that focus on issues of development and poverty alleviation.

Example: Programmes to support communities

- Child care forums

- Expanded Public works programmes for volunteers e.g. home-based care

- Community-based care and support programmes for children infected and affected by HIV&AIDS

Individual activity

Think of your own organisation. Which of the above programmes, or any other programmes run by Department of Social Development are your organisations involved in? Make a list of these programmes. If your organisation is not involved in any programme, how can your organisation get involved in them?

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Health

The Department of Health is represented by the clinics on grass roots level in our communities.   Other policies of the department that affect the health service delivery to communities focus on issues like health promotion, prevention and treatment.

Important thought

The Bill of Rights says that:

1. Everyone has the right to have access to-
    a. health care services, including reproductive health care;
    b. sufficient food and water; and
    c. social security, including, if they are unable to support themselves and their dependents, appropriate social assistance.
2. The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights.
3. No one may be refused emergency medical treatment.

Government has put the following health services and policies in place for communities:

- Free health care at all government clinics and hospitals

- Clinic services for children e.g. immunisations; formula milk for HIV-positive mothers

- HIV&AIDS services e.g. free HIV-testing and counselling; anti-retroviral treatment for people living with HIV&AIDS; support groups

- Home-based care programmes sponsored by Department of Health

- DOTS – volunteers who support TB patients

- Community Health committees - Health committees were set up to work in partnership with the Department of Health and the municipal health authorities, to support and be involved in activities and programmes aimed at improving the quality of life of all the people in all communities. Health Committees should have broad representation from the health sector, and particularly CBOs and NGOs, and community forums.

Group activity

Discuss in your group how you and your organisation can help your community improve access to information (e.g. grants) and services (e.g. HIV services) from the Department of Social Development and the Department of Health.

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Education

The Bill of Rights states that education is a basic right of all people in South Africa. This means that the Department of Education needs policies in place to ensure that this is adhered to.

> **Important thought**
>
> Everyone has the right:
> - To a basic education, including adult basic education; and
> - To further education, which the state, through reasonable measures, must make progressively available and accessible.

Everyone has the right to receive education in the official language or languages of their choice in public educational institutions.

By law, no child can be excluded from a state school if his or her parents cannot afford to pay the fees. If both parents' annual earnings (before tax) are less than 10 times the annual school fees, the child qualifies for a full fee exemption. Partial exemptions can also be made for parents with financial problems. You should apply to your school governing body for fee exemption. If your application is rejected, you can lodge an appeal with your provincial education department.

In some provinces there are special policies and programmes that government has put in place to strengthen services in schools e.g. Safer Schools programme (Western Cape).

Another very important way for communities to get involved in the schools that their children attend is to be part of the School governing body and the Teacher-parent associations.

Individual activity

Think of a school in your community. Discuss how these education policies are visible within the school and if not, what you can do to ensure that the school operates better within these policies.

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Crime and safety

Crime is a huge problem that faces all communities in South Africa. Often CBOs are involved in campaigns to address crime in their communities.

Case study

The Western Cape Anti-Crime Forum has been at the forefront of creating policies for the criminal justice system after 1995.

They have done this through various partnerships with government departments, especially in the criminal justice sector.

Innovative partnerships and groundbreaking projects designed by the WCACF assisted in creating trust between the communities and the police, confidence in the justice department and assistance with the rehabilitation of offenders through transformation of correctional services.

Projects started by them include a network of Community Police Forums, Neighbourhood Watches as well as Community Assessors together with NGO's in the crime prevention field.

Today they act as a watchdog of the community when it comes to the Criminal Justice System. To this end we have exhausted all the avenues in terms of addressing the issue of gangsterism.

Group activity

Think of your communities. Can you think of any initiatives where the community is involved with government structures, such as the Police, in crime prevention? Discuss this in your group and then share your stories with the rest of the group.

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THE ROLE OF CBO'S AND THE RIGHTS OF CITIZENS

Relationship between government and CBO's

The relationship between government and CBO's is often not a very equal relationship. Very often this relationship is born out of the need of the CBO to receive funding for its projects from government departments. This often means that government then prescribes to the CBO how such programmes should be run. On the other hand often CBO's have started projects and programmes in their communities because of a lack of relevant services by government.

CBO's have the responsibility of empowering members of the community about different issues. Through the efforts of CBO's information from government can be filtered through to communities. CBO's can play a very important role in involving ordinary members of the community in democratic processes of the country and thereby help them to become more active citizens – this can help people see that they can play an active role in changing their everyday lives.

CBO's can also play an important role in putting pressure on government to:

- Unlock resources

- Focus on key development issues in communities

- And transform their communities into well developed places where all people can live healthy and happy lives.

This role also places a responsibility on CBO's. CBO's should be:

- Strong organisations that are well run and efficient

- In touch with the community and its needs

- Responsive to the needs of the community

- Well informed about government legislation, processes and implementation of these

- Networking with other organisations, government departments at local, provincial and national level

- Creative

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Individual activity

Look at your own organisation. How would you describe your role in relation to government?

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Responsibilities of citizens

Although, as citizens of South Africa we are ensured of many rights, we also have certain responsibilities. One of the most important responsibilities that citizens have is the responsibility to vote.

Important thought

It is essential for all citizens over 18 years old to exercise their right to vote in all democratic elections. If you do not vote, you are not taking part in the democratic process in the country and therefore you do not have a right to criticise or complain about things that government does.

Ordinary citizens or groups of citizens can influence what happens to Bills and can lobby for new legislation or changes to existing laws.

To influence the final form of a Bill (or to have it rejected), it is necessary to make your input before it becomes and Act. Once an Act has been passed, it may be years before any consideration is given to amending or repealing it.

If you feel strongly about any area of legislation, try to keep abreast of what is going on in that field. Newspapers, radio and television reports, as well as useful internet sites can be helpful for this.

To get a Bill, a Green Paper or a White Paper in your area of interest, try the Government Printer or your local reference library. Only three weeks are allowed

for public comment after a Bill has been published in the Government Gazette. However, even if the deadline has passed, you can still make your voice heard – the parliamentary committee dealing with that area of policy may call for evidence and submissions on the Bill. Forward any submissions on a Bill to the clerk for that particular parliamentary committee in good time. Another possibility is to form an interest group to lobby parliamentarians directly. If you feel strongly about an issue, it is not necessary to wait for a government department to draft legislation. It is possible for private individuals or organisations to draft legislation themselves and to submit it to the relevant parliamentary committee who, if they agree that the legislation is necessary, will forward it to the department. It is necessary to lobby a parliamentarian to support your cause (if you want to do this), because only an MP can submit legislation drafted in this way. Alternatively, if you do not necessarily want to draft legislation but you do want to help monitor what is going on in Parliament; you can volunteer to help a group like the Parliamentary Monitoring Group (PMG).

 Group activity

Look at the Bill of Rights – make a list of the responsibilities you think go with each of these rights.

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Government's responsibility towards citizens

The Constitution clearly outlines the responsibilities that government has towards citizens. At a community level, it is the responsibilities of **local government** that are particularly relevant. If you know what the local government and municipality is responsible for, then you can engage with them on the issues that affect your community and clients.

Areas that local government is responsible for include:

- Air pollution
- Building regulations
- Child care facilities
- Electricity and gas reticulation
- Fire fighting services
- Local tourism
- Municipal airports
- Municipal planning
- Municipal health services
- Municipal public transport
- Municipal public works
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto

- Storm water management systems in built-up areas
- Trading regulations
- Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems
- Beaches and amusement facilities
- Billboards and the display of advertisements in public places
- Cemeteries, funeral parlours and crematoria
- Cleansing
- Control of public nuisances

- Control of undertakings that sell liquor to the public
- Facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public
- Local amenities
- Local sport facilities

- Markets
- Municipal abattoirs
- Municipal parks and recreation
- Municipal roads
- Noise pollution
- Pounds
- Public places
- Refuse removal, refuse dumps and solid waste disposal
- Street trading
- Street lighting
- Traffic and parking

There is a range of other issues that national and provincial government can assign to be administered by local governments, if the matter can most effectively be administered locally, or the municipality has the capacity to administer it.

Some examples are:

- Disaster management
- Housing
- Nature conservation
- Liquor licenses

- Libraries
- Ambulance services
- Health services

A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer, but in general, these may not be in conflict with national or provincial legislation.

Group activity

Looking at all the issues so far, make a list of those development issues that you would want to raise with government. Discuss in your group how you can go about engaging government in these.

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DIFFERENT GOVERNMENT DEPARTMENTS AND THEIR SERVICES

There are 35 National government departments. These departments are:

- Agriculture

- Cultural Affairs and Sport

- Communications

- Correctional Services

- Defence

- Education

- Environmental Affairs and Tourism

- Foreign Affairs

- Health

- Home Affairs

- Housing

- Justice and Constitutional Development

- Independent Complaints Directorate

- Labour

- Land Affairs

- Minerals and Energy

- National Intelligence Agency

- National Treasury

- Provincial and Local Government Department

- Public Enterprises

- Public Service and Administration

- Public service commission

- Public Works

- Science and Technology

- Safety and Security

- SA Police Service

- SA Revenue Service

- SA Secret Service

- Social Development

- Statistics South Africa

- The Office of the Presidency

- Trade and Industry

- Transport

- Water Affairs and Forestry

Many of these departments also have provincial departments that ensure that services and policies are fed through to the ground. For all the contact details of these departments you can consult your local telephone directory or www.info.gov.za .

Individual activity

Make a list of the government departments that your organisation works with. Identify the specific officials that you work with, their contact details and their functions – what are they responsible for. Complete the table below with the information.

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Government Department	Official	Function and role	Contact information

BUILDING RELATIONSHIPS AND ENGAGING GOVERNMENT

Personal characteristics to build effective relationships

In order to build effective relationships you and your organisation need certain skills and characteristics. Some of these characteristics are:

- Good communication skills

- Good conflict management skills

- Good decision-making skills

- Ability to work with people from different backgrounds

- Trust

- Similar interests - wanting what is best for the community

- Mutual respect

- Patience

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Individual activity

Make a list of your organisation's requirements to form good relationships with government departments.

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STRATEGIES FOR FORMING PARTNERSHIPS WITH GOVERNMENT

Definition

A partnership is a special kind of relationship in which people or organisations combine their resources to carry out a specific set of activities. Partners work together for a common purpose and for mutual benefit

Building partnerships is about relationships that are:

- In-depth

- Involve a few carefully selected targets

- Have specific, practical goals

Partnerships offer a variety of different forms of support such as:

- Access to people and places

- Good ideas

- A helping hand

- Knowledge and skills

- Practical support

- Influence

- "in kind" support

- Money and other resources

- Political support

- Lessons learnt

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Gaining these resources can help an organisation and the community. Additional benefits include:

- A wider response with different types of organisations and sectors becoming involved

- A more coordinated response that includes a better referral system among different partner organisations

- A larger response with community efforts being scaled up by larger institutions such as government

- Better support and policies for the primary target audience

- More financial and technical resources.

- Stronger services and access to vulnerable communities.

- Fewer political constraints.

- More effective and creative programmes through the sharing of lessons and experiences

Now you are ready to develop your partnership plan. This plan consists of 7 steps, namely:

Step 1: Preparing a planning framework

The planning framework shows the steps that the organisation will take to build partnerships. It is easier to build partnerships when you have a clear idea of the mission, the priorities of the community, the opportunity and challenges for responding to the issue and the people and/or organisations involved. The plan will help to ensure that you build partnerships that are effective and strategic.

These can also help to make sure that working with others is as useful as possible and that time and resources are put to the best use.

Step 2: Revisiting the organisation's mission and community priorities

By looking again at your organisation's mission and the priorities and issues of the community, you can build partnerships that are helpful and relevant to your work. By doing this, you do not get caught up in trying to do too much or in doing something that is only of small benefit.

Step 3: Indentifying opportunities and challenges

Now you need to look at the position of your organisation in relation to the broader community and context of the issue that you want to raise awareness or influence authority about. One way of doing this is to draw a partnership map that shows the larger opportunities and challenges which shape the response to the issue you have identified. The partnership map will show the different people and organisations that influence the issue. On the map you can add both existing and potential partners.

Step 4: Prioritising goals for building partnerships

You will find that there are many challenges and opportunities. With limited time and resources, you cannot address them all at once. It is therefore important to:

- Select one or two challenges or opportunities that you want to address

- Consider why you want to address them

- Say what you want to do about them

This means that you need to prioritise the challenges and opportunities on the partnership map. Then you can set specific goals for building partnerships. This gives direction to your efforts in the specific area and provides a standard for measuring the success of your partnerships.

Step 5: Selecting partners

Select partners that will assist you in achieving your goals based on all the information that you gathered in the previous steps. .

Step 6: Deciding how to approach partners

Once you have decided on your goals for building partnerships and what you want from each partner, you need to consider how to approach each partner. Thinking about how you are going to approach potential partners can help to ensure that both you and the partner make a good first impression. The way in which an approach is made should be appropriate to the position and interests of the potential partner and to the capacity of your organisation. It is important to be clear about what you are requesting from the partner and what you bring to the partnership.

Step 7: Selecting an outreach team

This is the group of people that will go out and approach potential partners. When looking at your team within the organisation, look at what each member can bring to building the partnership.

Individual activity

Make a list of the government departments working in your community as well as the specific government officials you need to work with and that you can build partnerships with. How can you create opportunities to form partnerships with these departments.

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Strategies to mobilise support

With all the information that you have gained so far you can now start to build support for the issue that you want to raise awareness or influence authority about. Two key areas need to be considered:

- Identify individuals and other organisations that will support your strategy

- Get support from organisations that have expertise in areas that your organisation or network lacks.

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USEFUL WORDS

Bill of Rights

Is in Chapter 2 of The Constitution and forms the cornerstone of democracy in South Africa.

Cabinet

Consists of the President, the Deputy President and 25 Ministers. The President appoints the Deputy President and Ministers, assigns their powers and functions, and may dismiss them.

Constitution

South Africa's Constitution is widely regarded as the most progressive constitution in the world, with a Bill of Rights second to none.

District council

District and local councils are interdependent and involve a division of powers. A district council has municipal executive and legislative authority over a large area, its primary responsibility being district-wide planning and capacity-building. Within a district council's area are individual local councils which share

their municipal authority with the district council under which they fall.

Grants	A social grant is a cash transfer from the government to people who are unable to provide for themselves. It is paid to poor people to provide for basic necessities
Local council	Within each district council's area there are individual local councils which share their municipal boundaries authority with the district council under which they fall.
Means test	Is a formula that is used to work out how much a person should receive when applying for a social grant.
Municipality	Forms the local government under each provincial government. South Africa has 284 municipalities, divided into three categories, namely metropolitan municipalities, district and local councils.
National Assembly	Consists of between 350 and 400 members elected for a five-year term based on the number of SA voters.

National Council of Provinces	Also participating in the law making process is the National Council of Provinces (NCOP), a body created to achieve good governance and participatory democracy. It is through this body that national and provincial interests are aligned in national legislation that affects the provinces. The NCOP consists of 54 permanent members and 36 special delegates.
Parliament	Law making authority is vested in Parliament, which is situated in Cape Town and consists of two houses, the National Assembly and the National Council of Provinces. Parliament is bound by the Constitution and must act within its limits.
Partnerships	A partnership is a special kind of relationship in which people or organisations combine their resources to carry out a specific set of activities. Partners work together for a common purpose and for mutual benefit.

Presidency	As the executive manager of government the Presidency is at the apex of the system of government in the Republic of South Africa. The Presidency is situated in the Union Buildings, Pretoria, and has another subsidiary office in Tuynhuys, Cape Town. The Presidency's key role in the executive management and co-ordination of Government lies in its responsibility to organise governance.
Provincial legislature	Has between 30 and 80 members elected for a five-year term based on the province's portion of the national common voters' roll. The number of seats awarded to each political party is in proportion to the outcome of the provincial election.

The learning materials for Development Practice and Management were specifically designed to complement and give substance to the competence standards drafted with the assistance of community based development practitioners in South Africa. It is envisaged that practitioners, capacity builders, grant-makers and others will use these standards and learning materials, improve them and in turn share their learning with others via www.developmentpractice.org.za.

AIDS Consortium   **Tel: +27 (0) 11 403 0265**

info@aidsconsortium.org.za   www.aidsconsortium.org.za

Community Connections   **Tel: +27 (0) 21 371 2909**

info@connectionsafrica.org.za   www.connectionsafrica.org.za

Keystone   **Tel: +27(0) 21 788 5685**

andre@keystoneaccountability.org   www.keystoneaccountability.org

Sustainability Institute   **Tel: +27 (0) 21 881 3196**

manda@sustainabilityinstitute.net   www.sustainabilityinstitute.net

C. S. Mott Foundation   **Tel: +27 (0) 11 726-1552**

info@mott.org   www.mott.org

Investec Bank   **Tel: +27 (0) 11 286 3141**

Social.Investment@investec.co.za   www.investec.com