

# PARTNERSHIPS FOR HEALTHY RIVERS



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***Text and Design by THE GREEN CONNECTION***  
***Tel/Fax: 021-6835182 [www.TheGreenConnection.org.za](http://www.TheGreenConnection.org.za)***  
***Illustrations by Pippin Anderson Tel: 448 3675***  
***Photos by Terry Rothwell and WESSA:WC***



**THE GREEN CONNECTION**

# FOREWORD



*Protection of receiving waters from pollution and other impacts of urbanisation forms part of the strategy of the Catchment, Stormwater and River Management Branch of the City of Cape Town. This strategic focus area should not be and cannot be achieved without the involvement of the local communities, businesses and interested and affected parties. This handbook is an attempt to guide all who are interested in becoming involved in the functioning of a riverine area, and it is believed that all will benefit from the interactive association provided by a partnership, especially our environment. Please become involved in your riverine and/ or wetland area.*

*Henry du Plessis*

DIRECTOR: ROADS AND STORMWATER  
CITY OF CAPE TOWN

*While this handbook refers specifically to partnerships around riverine systems within Cape Town, the principles it contains serve to guide public/ private/ civil society partnerships formed around the natural environment. Partnerships are challenging, not least of all because the partners often come from very different positions and are aiming at extracting different results from the project. Whatever difficulties may be encountered along the way, partnerships are worth pursuing for the potential they hold to achieve uniquely positive results. The complex demands of South Africa, as a transforming and developing society, imply that no one organisation or institution has the complex range of skills required to achieve a "solution".*

*Within the environmental field, the non-government or community-based organisations bring a particular passion and a determination to succeed despite limited resources. The passion and flexibility that characterises these organisations meshes well with the structures of local government and business. Business, in particular, brings with it good management skills and the determination to make decisions and see that they are implemented. The non-governmental or community-base organisations are good at implementing these decisions on the ground. More often than not, they have the strongest sense of ownership in the particular area in which they are working.*

*Partnerships represent the present and the future. Whatever the challenges presented by the coming together of disparate skills and interests, it is well worth persisting to make these partnerships succeed.*

*Andy Gubb*

REGIONAL MANAGER  
WILDLIFE AND ENVIRONMENT SOCIETY OF SOUTH AFRICA : WESTERN CAPE REGION



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This handbook gives you an idea of how you can find partners to work with and how you can form a solid working relationship with these partners in order to achieve a wide range of goals related to the river.





# CHAPTER 1: INTRODUCTION

- 1.1 What is the aim of this handbook?
- 1.2 What is a partnership?
- 1.3 The principles of a successful partnership
- 1.4 Why would a partnership be established?
- 1.5 Here are reasons why some current partnerships exist
- 1.6 How can a partnership be supported by legislation?

## 1.1 What is the aim of this handbook?

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If you are reading this handbook, you probably live near a river, estuary or wetland which is in a partially degraded condition.

You could belong to a business which is located near the river.

You could work within the local authority and be tasked with responsibilities which involve river systems.

You could be part of a local environmental group or local community group that has identified the river as a focus for their activities.

You could be an individual who is part of a local group which has an interest in a particular river or part of a river and wishes to be involved.

## 1.2 What is a partnership?

A partnership is a relationship between a group of people who collectively represent different sectors of society who work together to achieve a common vision and set of goals or objectives.

Partnerships can make sure that a river system is cleaned and rehabilitated for water creatures, plants and humans that live nearby. Although much can be achieved by local groups or businesses on their own, *many hands make light work* and thus a partnership could produce more results than individuals. Each group has different strengths and if you choose to work with like-minded partners, your results could be even greater.

A partnership is therefore a more effective way of managing a river or wetland and is characterised by shared responsibility and joint decision-making in the best interest of the environment and the people who share that environment. ([Appendix D.1](#))

## 1.3 The principles of a successful partnership

- Partnerships are built on trust and build trust.
- Partners share a common vision and have clearly defined roles and responsibilities.
- Partnerships result in effective action and positive change, and help address local social, economic and environmental priorities.
- Effective partnerships need transparency and access to information.
- Partnerships must enable all partners to have an equal voice in decision-making.
- Effective partnerships are founded on mutual respect and acknowledge the equal but diverse strengths which different partners bring to the partnership.
- Partnerships work towards tangible results. Partnerships must make sure there is measurable progress towards these results.
- Partners have a built-in stake in the success of the project and have a higher level of commitment than service providers.

These partnership arrangements differ according to:

- Ø The location of the river system or wetland
- Ø The commitment of the surrounding residents and/or businesses
- Ø The resources and expertise of the partners.

Most of the river and wetland partnerships described as case studies in this handbook have developed as a result of a problem in the river/wetland where one organisation has taken up the challenge of working to solve the problem.

In most cases, the responsible authority, the City of Cape Town, has not been able to respond to the problem on its own. A project partnership has then developed where the responsibility for the rehabilitation of the river or wetland is shared with like-minded people from different organizations and institutions that actively take charge of the project.

Refer to exercise at the end of this chapter to guide your thinking about why you might want to form a partnership.



Wetlands in urban setting, Rietvlei. Photo WESSA Western Cape

## 1.4 Why would a partnership be established?

Partnerships are established sometimes because one organization, be it the City of Cape Town or a local organisation, is not capable of managing the river system or wetland area alone and needs help from other committed partners. Some partnerships begin when a resident or community perceive a problem in the river environment and want to fix it.

Partnerships need to have a common vision. Here are some examples of possible reasons why partnerships could be formed:

- increasing the security of the riverine area
- developing the area into a recreational park with benches and trees
- improving the ecological quality of the river habitat, including the water quality of the river or wetland
- eradicating alien vegetation
- raising awareness of the social and environmental role of the river and wetland area to the general public

## 1.5 Here are reasons why some current partnerships exist

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### Conserving natural biodiversity and ecosystems:

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Several of the City of Cape Town's departments have responsibilities regarding the use and maintenance of rivers.

Representatives from various departments serve as partners in many of the existing partnerships, (e.g., Friends of Elsieskraal, Keyzers River Restoration Project). The City of Cape Town believes their function can be enhanced through partnerships with civil society. The sum of the whole is greater than the parts.

The City of Cape Town's biodiversity strategy has a river and wetland component and their Integrated Metropolitan Environmental Policy (IMEP) stresses the importance of

innovative thinking and encourages "commitment to the involvement of, and partnerships with, civil society in decision-making processes regarding environmental management of the City of Cape Town."

CapeNature is also a government organization and potential partner that wants to engage communities in conservation action, to "...ensure the long-term conservation of biodiversity while improving the quality of life in local communities."

Some years ago, the local authority wanted to canalise the lower reaches of the Silvermine River. WESSA Western Cape and the Friends of Silvermine Nature Reserve (now Friends of Silvermine Nature Area) took up the challenge and persuaded the Council to create an artificial wetland which would lead to the rehabilitation of the river. The local authority was far-sighted enough to agree and to spend the large amounts of money necessary to complete the project.

### To clean up the riverine area

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Residents living alongside the river often participate in partnerships as it is their desire to clean up and enhance the aesthetics of their living environment. For example, the Friends of the Liesbeeck River partnership started 15 years ago with residents wanting to clean up the river, which was polluted and litter-strewn.

The community around a river would like to enhance the environment, or rehabilitate the river (Keyzers River Restoration Project); some want to improve the wetland area to encourage visitors (birds and people) (Friends of the Silvermine); others want to clear alien vegetation (Die Oog partnership project).



## Access to recreation

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Recreation is a vital part of mental and physical relaxation. People love the outdoors, for example, enjoying a long walk on the beach, kayaking on the river and mountain climbing, and taking pleasure in a place of natural tranquillity and beauty.

A well-managed river or wetland is sure to attract many visitors to enjoy the birdlife, such as children wanting to feed the ducks (Die Oog Partnership project) or fishermen to see if they can catch the One That Got Away last time!



The area can also be used as a resource for environmental education, where talks on the Western Cape leopard toad and other environmental awareness programmes can be held (Friends of Silvermine Nature Area).

The Die Oog partnership project is completely driven by Friends of Die Oog, who are responsible for assessment of the water quality of the dam and monitoring of fish, bird and plant species. One of the major reasons for the success of this project is the dedication of a group of concerned residents who desire to conserve and care for Die Oog.

## Access to local employment

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Although partnerships are often based on volunteer participation and rely heavily on the local community's enthusiasm and freedom to volunteer their time, there are sometimes opportunities for the employment of local people in the partnership.

For example, South African Breweries has helped Friends of the Liesbeeck River by sponsoring the employment of local unemployed people to help clean the river. These workers have been sourced through further partnerships with the employment advocacy group "Men at the side of the Road".

## Empowering people to conserve the environment



The Wildlife and Environment Society of South Africa (WESSA) is a partner in many environmental "Friends" partnerships. WESSA is an NGO whose Mission is to "Promote public participation in caring for the Earth." Thus, WESSA encourages the development of partnerships amongst groups with common environmental concerns, and has helped in many cases with training and capacity-building of members of the local community to empower them to care for their river environment.

Many partnerships are also formed between partners who can transfer skills to less empowered groups. For example, the Friends of Tokai have worked together with a local Rastafarian group, "Burning Spear", in clearing the wetland, with resulting skills transfer and employment opportunities. Burning Spear can now use those skills in caring for their own environment.

All partnerships have resulted in the extended local community becoming more aware of environmental issues through media campaigns and through people seeing the results of the partnerships' activities in the riverine environment (e.g., park benches, cleared aliens, signboards).

## To improve security



Businesses often want to promote greening as part of their social responsibility, and to be seen to be putting something back into the environment and local community. Many riverine partnerships have local businesses or industries as partners who cooperate in supplying funding for recreational use, the clearing of alien vegetation, and for improved security in the area.

Business and Industry could also use the opportunity of cleaning up the river to meet business-related environmental standards and to promote environmental awareness within their company. For example, the *Keysers River Restoration Project* was initiated by the City of Cape Town when it discovered that the Keysers River was being neglected. The river was overgrown with reeds, dumping and pollution had been reported, and a scoping report indicated that the water

quality of the Keysers River had been greatly altered, probably due to the runoff from adjacent industries. Rapid invasion of alien vegetation, as well as the safety of people passing by the river, was also of great concern.

The Keysers River Restoration Project is driven by local business, (e.g., Pfizer is the project coordinator). WESSA Western Cape assists with financial management, environmental education and training, and Wetland Solutions was involved with the management of river wardens and practical training. Other local businesses also provide services and financial support. The City of Cape Town provides an operational budget to mow grass, remove dumped rubble, etc.

## 1.6 How can a partnership be supported by legislation?

The legal issues surrounding rivers or wetlands are covered in various pieces of legislation. It is not possible to cover them in detail here.

Some relevant laws are listed in [Appendix A](#).

An important part of the National Environmental Management Act, No 107 of 1998 (NEMA), Chapter 8, allows for Environmental Management Cooperation Agreements (EMCAs). The legislation proposes that partnerships be formed between government and other stakeholders in order to improve the environment. Such an agreement could be used by partnerships to give legal force to the actions they take in improving a river or wetland.



### ***EXERCISE***

**Why are you interested in being part of a partnership?**

**What will your organisation bring to the partnership?**

**What are your expectations of other potential partners?**

**NOW you are ready to look for other like-minded partners**

# CHAPTER 2: WHO SHOULD BE INVOLVED IN PARTNERSHIPS?



- 2.1 Possible Partners
- 2.2 Engaging with local partners
- 2.3 Perceptions
- 2.4 Who drives the project?

## 2.1 Possible Partners

There are any number of relevant organisations/businesses/ local groups who might want to be involved, but it is important to find like-minded people and organizations who can work in partnership.

The following groups/stakeholders represent potential partners whom you might be interested in contacting to be involved in your partnership:

- Interest groups, local resident organizations (e.g., Ratepayers Associations), conservation organizations, NGOs, Universities,
- City of Cape Town/ provincial government, South African National Parks (SANParks), Department of Environmental Affairs and Tourism (DEAT), Department of Water Affairs and Forestry (DWAF), CapeNature, etc.
- local industries/ companies.

**Appendix B** contains a list of useful contacts.



Remember it is important for each partner to specify their reasons for joining the partnership, upfront.

Here is one example of how people got involved in an existing riverine partnership, and how they found their partners:

Friends of the Liesbeeck River initially formed because the residents of the area wanted to keep the river free of litter, invasive species, and to maintain the cleanliness of the riverine area. They met with the then Parks and Forest Department at the City of Cape Town, who informed them that they needed a business plan, with a budget and work plan. However, after submission of the business plan they had to wait nine months for any feedback, which prompted them to go to WESSA for assistance. WESSA directed the group to a different department, the Stormwater Management Department.

A meeting was then called by the City of Cape Town, which included the various relevant departments at the City of Cape Town, Friends of the Liesbeeck River and South African Breweries, and from this a partnership Steering Committee was formed. See Appendix D.2. For detail on engaging with the City.



## 2.2 Engaging with local partners

**Before getting started, consider the following:**

- Is there an existing Friends Group or potential partnership organization working in the area?
- How could your new partnership enhance what is currently being implemented at the river/wetland?

When new partners come together for the first time, their perceptions of the other partners might influence their decision-making, as well as the way they interact with others and levels of commitment to the project.

The first meetings will enable partners to get to know each other and to understand that each partner comes to the partnership because they see a benefit to themselves, and that each partner brings certain strengths to the partnership.

If you are a local group meeting with business or local authorities for the first time, and are not used to very formal meetings, you might find it useful to consult [Appendix C](#) which gives more detail about getting organised formally and [Appendix D](#) which gives useful detail about organizing and taking part in meetings.

## 2.3 Perceptions

When you meet for the first time, potential partners will have different views about the other potential partners, some negative and some positive. Refer to the [exercise](#) at the end of this chapter.

### **Possible perceptions about business and industry:**

- Can provide the funding
- Just want positive publicity to detract from dirty activities
- Can take action quickly
- Can't be trusted because not really interested in environmental issues
- Make unreasonable demands

### **Possible perceptions about local groups:**

- Always against any development, including river improvement
- Have no money
- Very informally organised
- Use the press against business and the City of Cape Town
- Passionate and have moral high ground
- Only concerned about their own backyard and don't see bigger picture

### **Possible perceptions about City of Cape Town:**

- Stuck in red tape, can't take any action
- Provide service in response to need of community
- Don't take responsibility for rivers
- See the river as a drain.
- Long delays, and lack of timeous delivery "on the ground"

As the City of Cape Town has the responsibility for looking after rivers and wetlands within the Cape Metropole, we suggest that all partnerships include the City of Cape Town as one partner. The City of Cape Town generally has access to faxes, telephones, tools and other equipment, including heavy machinery, which could be of use in carrying out “day-to-day” practical activities.

You, as the *Champion*, need to find someone within the City of Cape Town who is enthusiastic and has some function relating to the river.

Remember, it is important for each partner to specify their reasons for joining the partnership at the beginning of the partnership process, as

## 2.4 Who drives the project?

Analysis of various case studies revealed that in order for a partnership to be successful, you need a dedicated, enthusiastic and committed project team. It is therefore important:

- for partners to fully support the project and its objectives
- that the goals and objectives of the project are communicated clearly amongst all partners
- that project partners are honest about their ability to commit their time, expertise, skills, services and funds to the project
- the partners' roles and responsibilities are clear and formalized in an agreement from the outset.

In Die Oog partnership the project is completely community-driven, whilst in the Keyzers River Restoration Project Partnership the project is Industry-driven, yet both groups are equally dedicated and equally dependent on other partners to supply goods and services to make the project successful.

Due to other commitments, the City of Cape Town generally does not drive these environmental partnership projects and prefers to play a supportive role.



**Most partnerships have a champion, one person who leads the partnership and is dynamic and inspired to drive the project. Is this you?**

### **The Champion concept**

Although the projects are called partnership projects, a Champion, who takes the responsibility for organising regular meetings and thus keeps momentum, and drives the project. In all projects there is one person who takes charge of the project, be it a chairperson of a Friends Group, e.g. Friends of the Liesbeeck River, or a representative of a company (Keysers River Restoration Project). The responsibility of the champion is to facilitate communication between role players, call meetings, and keep the enthusiasm going in the partnership.

### **Expertise input**

Many partnerships could benefit and have benefited from the input of experts in freshwater ecology, hydrology and general environmental management. The Die Oog partnership project is a practical hands-on project, as members of Friends of Die Oog have the expertise to maintain and rehabilitate the "Reserve". However in the Keysers River Restoration Project partnership, the project's success is dependent on private companies such as Wetlands Solutions and NGOs such as WESSA Western Cape to train and equip workers to rehabilitate the river. This has not been without challenges.

### **The role of the City of Cape Town:**

In most partnerships the City of Cape Town plays a supportive, rather than a driving role and provides the use of equipment, and other services, which projects depend on. For example, engineering work such as embankment repairs.

There needs to be active support from the City of Cape Town for Cape Town partnership projects to work. The City of Cape Town provides an important role in the success of the various projects and is actively involved in the various partnership projects established.

On the other hand, the City of Cape Town consists of many departments, each with its own policies and plans, and it is possible that lateral communication between these departments does not always take place. Decisions made within one department could impact on the river and the work of another department that is part of the partnership. To ensure an integrated approach, regular communication between relevant departments should be prioritised.

### **EXERCISE**

At the beginning of the project, reflect on the perceptions you have of other partners. Write them down. After 6 months, take out this paper and reflect on your view of these partners now.



- As you have got to know your partners, have your perceptions changed?
- Do you think that their perceptions of you have changed?
- How has this contributed to making the partnership stronger?

# CHAPTER 3 HOW TO ESTABLISH A PARTNERSHIP PROJECT



- 3.1 Creating a partnership
- 3.2 Going public
- 3.3 Volunteers and paid workers
- 3.4 The Necessity for Good Communication
- 3.5 Conflict Management
- 3.6 Developing a business plan
- 3.7 Financial management

## 3.1 Creating a partnership

### STEP 1:

Now that the partners have gathered around the table in response to a particular problem in the river or wetland, it is important to decide what the partnership will do and what it will not do. Refer to the [exercise](#) at the end of this chapter.

### STEP 2:

Once your partnership has decided on its vision or mission, it is important to understand what strengths each partner brings to the partnership.

For each partnership, each partner needs to understand how the partnership will benefit them. The resources that each partner brings to a partnership may be very different and it is important to recognise these differences and how they combine to make a strong partnership.



**IMPORTANT:** It should be stated up front that all partners are equal, all opinions carry equal weight and all partners have an equal say in how the partnership carries out its actions



Capacity building for volunteers and workers strengthens the partnership. Photo: WESSA Western Cape



The example below provides some idea of the different roles that different partners could play:

|                                                                 | <b>Business</b>                                                                            | <b>City of Cape Town</b>                                                                 | <b>Environmental group</b>                                                                                       |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <b>Why do you want to form a partnership?</b>                   | To improve the river environment<br>Outreach into the community.<br>Social responsibility. | To improve the river environment.<br>To extend services where we cannot do it on our own | To improve the river environment. To involve more people, and funds to help us to take action.                   |
| <b>What role do you want to play in the partnership?</b>        | Sponsor.                                                                                   | Supportive, provide “in kind” resources.                                                 | Leader/ do the work on the ground.                                                                               |
| <b>What do you see as a successful outcome for the project?</b> | Physically see a clean river, used by surrounding community.                               | Rehabilitated river, complaints from public reduced.                                     | Rehabilitated river used responsibly by surrounding communities.<br>Sanctuary for indigenous plants and animals. |

### **STEP 3:**

Once you have a partnership and you have decided what you want to do and what the respective roles and responsibilities for each partner will be, it is useful to capture this in a Memorandum of Understanding or other formal document.

The Memorandum of Understanding (MoU):

The MoU should clearly state:

- The vision of the partnership
- The aims of the partnership
- The roles and responsibilities of each partner
- Details of the outcomes that such a partnership would achieve, and
- The timeframes.

It is important to decide how long the partnership will last for.

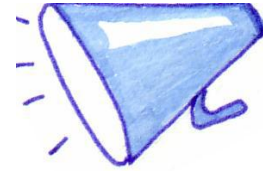
For example:

- until the river is clean
- for the duration of the environmental concern
- as long as there is money

It is also important to specify how and where the funding will be spent.

For further information on formally documenting your partnership, see [Appendix E](#).

## 3.2 Going public



### Why would you go public?

Once the core partners have formed a partnership, it is time to go public. The river environment is used (and abused) by many people, including adjacent residents, commuters, recreational users, etc. There may be other individuals (residents' groups) or businesses that have also been thinking along similar lines to your partnership or have different ideas about what should happen to the river.

It is important to be open and inclusive from the beginning. It is easy to derail a good initiative if it is done secretly but very difficult for anyone to challenge your initiative if it takes place in a transparent and open manner. It might take a little longer but it will be worth it in the long term.

So you need to start involving other potential partners and stakeholders and to do this, you need to go public. You need to make other stakeholders aware of the partnership possibilities and have a public meeting to draw them in.

Once you are formally constituted (the various partners have signed the MoU), and have been busy working on the river, you will need to communicate your actions back to the community. You will also be meeting regularly as a Steering Committee to review progress.

See more advice and tips on going public in [Appendix F](#).



Launching the ducks and unveiling of new signage. Public Event at Die Oog, organised by Friends of Die Oog. Photos WESSA Western Cape

### 3.3 Volunteers and paid workers

One of the important issues to decide on is whether the partnership will depend on volunteers to carry out its activities or whether it will employ workers, or both. There are benefits and risks to each option. However, it is important to understand the legal implications of employing people - see [Appendix A](#) for further information.

In most of the partnerships researched, problems were encountered with paid labourers employed to perform functions, as they need supervision and a consistent supply of funding.



Keysers River Restoration Project workers wading in to rehabilitate the river (Photo WESSA Western Cape).

It appears that river clean-ups as a job creator has resulted in added strain to the project and projects solely run by volunteers are less stressful (e.g., the Riverine Rovers at the Silvermine River mouth).

Partnership projects that are driven by volunteers mean that as the work activities are not dependent on large amounts of funding, they can continue even if only a meagre budget exists.

In the Keysers River Restoration Project, two river wardens were appointed to clear the alien vegetation, remove litter, set up signage and to be involved in activities which would assist in the rehabilitation of the river. However, the project team realized that paid workers need supervision and the focus of the project shifted to human resource issues such as alcohol abuse, and allegations of workers slacking off during working hours. It was suggested that the full time workers be replaced with a team of paid contractors employed to work on a stretch of river for a few days a month, supervised by a company called Wetlands Solutions, who would also be responsible for on the job training of river wardens. Environmental and life skills training was provided by WESSA Western Cape.

Friends of Liesbeeck River would prefer to offer employment and training to the unemployed, but supervision and lack of committed funds make it difficult to be sustainable. Friends of the Liesbeeck River have noticed that residents seem to be more reluctant to volunteer compared to previous years. Cleaning up the river is a labour-intensive task and some activities cannot be accomplished without employing workers. They have reported to have had good success by getting the organization *Men at the side of the Road* to assist them.

### 3.4 The necessity for good communication

Good communication exists between partners in a successful partnership.

It is important to:

- o Have regular meetings
- o Distribute minutes of all meetings
- o Ensure all partners are clear about what has been achieved
- o Ensure all partners know what still needs to be done and who is responsible

It is vital that all role players are kept informed on the progress and successes and challenges of the project and all partners have an equal opportunity to communicate their ideas and opinions. Partners are not only kept informed by the minutes of the meeting, but through email or telephonic contact. Often meetings are set in advance to ensure good attendance. Role players are thus keen to stay on board if they receive continued feedback and have the opportunity to provide input. ([Appendix F.1](#) and [Appendix F.2](#))

#### **The importance of promoting the partnership**

In all the project partners interviewed, an awareness-raising component was identified as being a crucial part of the partnership's activities. The printing of pamphlets and the distribution of leaflets appears to be a valuable tool in the sustainability of partnerships in that it promotes the project, as well as advertising the needs of the project. In most partnership projects interviewed, such as Friends of Silvermine, Die Oog, Liesbeek and the Keyzers rivers, information pamphlets were developed and widely distributed.

Projects like the Riverine Rovers have used the local newspapers to publicise their efforts, and have a unique experience of using the press both to educate and to enforce the conservation of the river.

For example, after heavy rains, some youths came kayaking down the river. The Project Leader saw them and remonstrated as they were destroying part of the recently rehabilitated wetland. The youths reacted rudely.

The Project Leader then sent a letter to the newspaper, calling them to account and explaining why their actions were unacceptable. This letter therefore achieved some broader awareness of the project whilst “naming and shaming” the “wrong-doers”.

The Riverine Rovers have also had success using the “naming and shaming” approach with the media to address the problem of unruly dogs disturbing the birdlife.



## 3.5 Conflict Management



### What is conflict?

According to the dictionary, conflict can be anything from opposition between ideas or interest to battle or struggle!

However, conflict can provide an opportunity for exchanging ideas, understanding other people's perspectives on issues, and for emerging with a creative solution which is acceptable to all.

Within a partnership, as in any family or relationship, there will be times when partners disagree and arguments occur.

Conflict can result from poor communication. How can we improve our communication and thereby be able to constructively engage with opposing views, using the creative energy of conflict to forge new solutions?



### Conflict is normal!

#### Creative Ways to manage conflict:

- Accept that conflict is going to happen
- Take positive steps to manage it
- When it occurs, discuss the conflict openly with the group
- All parties need to preserve their dignity and respect
- Deal with one issue at a time. There may be more than one issue involved in the conflict at one time.
- Avoid resolutions that come too soon or too easily. People need time to think about all possible solutions and the impact of each.
- All parties need to feel some satisfaction with the resolution if they are to accept it.
- Don't insist on being right. There are usually at least two right solutions to every problem.
- Agree to disagree. Respect for one another and the value of the relationship are two good reasons to choose not to allow the disagreement to impact on the partnership.
- Laughter can effectively relieve tension in conflict situations. It is difficult to laugh and be angry at the same time.

**Nature uses conflict as a primary agent of change, creating beautiful beaches, canyons, mountains and pearls.**

For more ideas and tips about managing conflict, see [Appendix G](#).



## 3.6 Developing a business plan



In order to make sure that you have a detailed plan of what activities you will be carrying out and that you have enough resources to make sure these activities happen over time, it is important to have your activities plan linked to any income you may need.

### What is a business plan?

A Business Plan is a statement of what your project is, what your goals and objectives are and how and when you are going to allocate resources to achieving these goals.

The Business Plan details how you will generate income and what the costs of your project will be. A Business Plan is very important for long term financial sustainability.

However, it is not only about financial issues, it is also about detailing how the vision of the partnership will be accomplished and by whom, and in what time frame.



The Business Plan should demonstrate the viability and sustainability of the project.

The Business Plan provides you with a detailed set of guidelines:

- how to start your project
- “where”, “when” and “what” activities will be undertaken
- what it will cost to set it up
- what resources are required to ensure the ongoing success of the project
- what net income will flow from the project
- how long it will take to reach breakeven (the point at which income equals expenditure) operating levels.

### Funding issues

One of the major challenges in the various partnerships is securing a consistent source of funding, as the projects are heavily dependent on donations for management. The sources of funding differ, dependent on the type of partnership established; some projects source funding from outside, whilst other partnerships raise their own funds through membership fees, like the Die Oog Partnership Project and others. NGOs like WESSA can be approached for ideas and opportunities to raise funds.

Requests for funding are regarded by partnerships as an active process. Additionally, each partner needs to use their own particular skills and talents to approach people for donations. For example, in the Keyzers River Restoration Project, the project coordinator, who represents a large company, stated that if he personally approaches other businesses in the area for funding, they are more likely to support the project because they speak the same business “language”.

For further information about how to draw up business plans, see [Appendix H](#).

### 3.7 Financial management



Once the partnership has decided what activities they will be doing, what resources they need in order to carry out these activities, the partnership then needs to make sure it can manage any funds that it receives. In order to manage funds effectively, the partnership project financial management system should include:

- The management and recording of the flow of money.
- Planning the future use of money (Budgets).
- Ensuring that the money is well spent and not misused.
- Ensuring financial sustainability.
- Producing regular financial reports for those with an interest.
- To ensure that the leadership has control over the financial decisions.
- Accounting for funds by producing documentary proof of receipts and payments.

#### **Scale of the project: Keep It Small!**

Projects need to be locally based and achievable, as those investing their time, services and skills, need to be able to see successful results. In the Keysers River Restoration Project it was reported that when the surrounding industries saw that people were cleaning the river, they were more likely to support the partnership.

If the area selected is too large, partners lose motivation and impetus when they begin to realize the scale of the issues and the large amount of resources they will need to use to achieve visible results.



#### **EXERCISE**

Let each partner do the exercise on their own and then share your results. Write up your answers on separate pieces of paper and then stick them on the wall – collect the common ones. Discuss and decide what are the most important.

**To Determine the Vision of a Partnership:** Answer the following questions:

- If you think of the river, what is the burning issue that springs to mind?
- If resources were no problem, what would you like to do to solve this issue?
- Are there other river-related issues that you would like to tackle?
- List them in order of priority – what would you do first?

Put these common and achievable issues into a short statement that addresses the “what”, “where”, “when”, and “how”. This is your vision.

If you would like more detail about managing the funds, please see [Appendix H.2](#).

# CHAPTER 4: MAINTAINING A HEALTHY PARTNERSHIP



- 4.1 Evaluation and Monitoring
- 4.2 Nurturing the Partnership for the Future
- 4.3 Way Forward

## 4.1 Evaluation and Monitoring



In order for people working within a river restoration project to feel encouraged, it is important to have some way of *measuring progress*.

When the project starts, a plan of action is drawn up and a set of goals and objectives is detailed. Next to each objective, should be an indication of how you will measure if the action has been successful or not.

**For example**, the following table shows how a goal's success can be achieved and measured:

| Goal           | Actions                   | Outcomes               | Measure of Success                                                                   |
|----------------|---------------------------|------------------------|--------------------------------------------------------------------------------------|
| Clean up river | Take out plastic litter   | Plastic litter reduced | Photos showing before and after                                                      |
|                | Hack out alien Vegetation | Less Aliens            | Measurement of area hacked out, and survey of indigenous plants which now grow there |

It is important that outcomes are matched to **timelines**.

**For example**, this photographic display from The Riverine Rovers shows the history of the river, with clear pictorial evidence of the improvement in the riverine habitat through the activities of the partnership, over time.



2002 The bird island above boardwalk .  
Photo -Terry Rothwell



2006 Bird island above boardwalk showing rehabilitation of vegetation.  
Photo -Terry Rothwell



2002 Silvermine from Clovelly path  
Photo -Terry Rothwell



2006 Slivermine from Clovelly path showing vegetation recovery.  
Photo -Terry Rothwell



**An example** of measuring success is found in the results of the Zeekoevlei Environmental Forum (ZEF), which was set up in September 1995. The project was initiated when a group of concerned residents and users of the vlei met to discuss the water quality and the water hyacinth which seemed to be ever-increasing.

After a large public meeting was held, ZEF was given the go-ahead by the civic association to approach the local authorities for the introduction of a Draw-Down (removing a portion of the weir to allow the water to escape and to remove some of the sludge at the same time). The Zeekoevlei Environmental Management Team (ZEMT) was set up to pursue the Draw-Down and other potential options. This partnership team consisted of various council department representatives and representatives from the users and residents of the vlei.

Over the years the following have been achieved:

- The Draw Down – this is now an annual event, well attended by local residents and last year the Civic Association hosted the MEC Tasneem Essop at the ceremony.
- The vlei was declared a Local Area Nature Reserve.
- The Council commissioned various reports on the area, including a Catchment Management Report. Other reports have been commissioned; on pollution and options for dredging; on a potential 'by-pass' drain to cope with the pollution from the sewerage works; on regular water testing (with a report-back to the various users of the vlei, e.g., the Zeekoevlei Yacht Club).



Sampling Keyzers River - part of monitoring river improvement. Photo WESSA Western Cape.

For further information regarding evaluation and monitoring, see [Appendix I](#).

## 4.2 Nurturing your partnership for the future

### The long-term sustainability of partnerships

The sustainability of partnerships is important and could be threatened by the fact that partnerships are often driven by charismatic and committed people. When these people leave, successors are not easily found. It is recommended that more than one representative from each organization is present at the meetings, where possible. In cases where a company drives a project, the project could be adopted by the company, for example Pfizers and the Keyzers River Restoration Project, reducing the dependence on one individual.

### Ownership/Accountability

Creating a sense of ownership of the project is a key factor in ensuring that the project is sustainable and, for example, the Friends Groups see the rivers as their responsibility. In the Silvermine area the Riverine Rovers have a sponsor from the Chas Everitt Estate Agency, who was motivated to be involved through historic links to the land – the Chas Everitt representative's forefathers previously owned the original farm which is Fish Hoek today.



Delegation of power is also a key element in the success of partnership projects. The government or the City of Cape Town gives the partnership the power to make joint decisions regarding the wetland or the river. Without the delegation of decision-making power, the partnership would not be able to make decisions regarding the wetland or river and the project once again becomes the responsibility of the City of Cape Town. Delegation of power is a shared responsibility, where the partners come together to make a joint decision in the interest of the environment.

### Appendix E.3.

### Be aware of the need to deliver

If a partner doesn't deliver on its roles and responsibilities, this creates tension. If this tension is not resolved, the partnership can be at risk of collapsing. It is therefore important to make sure that partners stick to their commitments.

This needs to be unpacked with the defaulting partner in a sensitive way, so that the partner is not alienated and delivery does occur, e.g., where the City of Cape Town does not arrive to take away black bags accumulated and piled together after a weekend litter clean-up by the local school children.

### **Capacity-building**

The importance of training arises again and again in the various partnerships. Through interactions with NGOs, workshops with professionals, personal research, groups become trained in life skills, environmental training (such as recognizing various alien vegetation species), putting up signboards, sustainability requirements and other aspects. It is thus important that the partners are not just given a task to perform, but are empowered to do so.

### **Recognise the contribution of all.**

It is important to remember that the partnership is made up of people who, for the most part, are involved in the project partnership because they feel passionate about the river.

The representatives of the partnership are the leadership. As leaders, it is important that you are seen regularly at the riverside. Engage with people along the river, encourage their involvement (residents have been known to provide tea to thirsty workers in the river). If you see a volunteer working on the river, phone them afterwards to thank them for their efforts.

Partners can come from diverse backgrounds. Arrange to hold meetings at someone's house. It makes a pleasant change if meetings can take place over a cup of tea and biscuits in someone's home, rather than in the cold formality of one of the City of Cape Town's board rooms.

## **4.3 Way Forward**

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This handbook will provide some ideas and guidance for potential partnerships or partnerships which are starting up within the City of Cape Town metropolitan area. The handbook has been made possible because the existing partnerships were willing to provide details of their experiences. We have captured some nuggets which we hope will help you achieve your goals. However, a handbook cannot hope to capture the wealth of that experience.

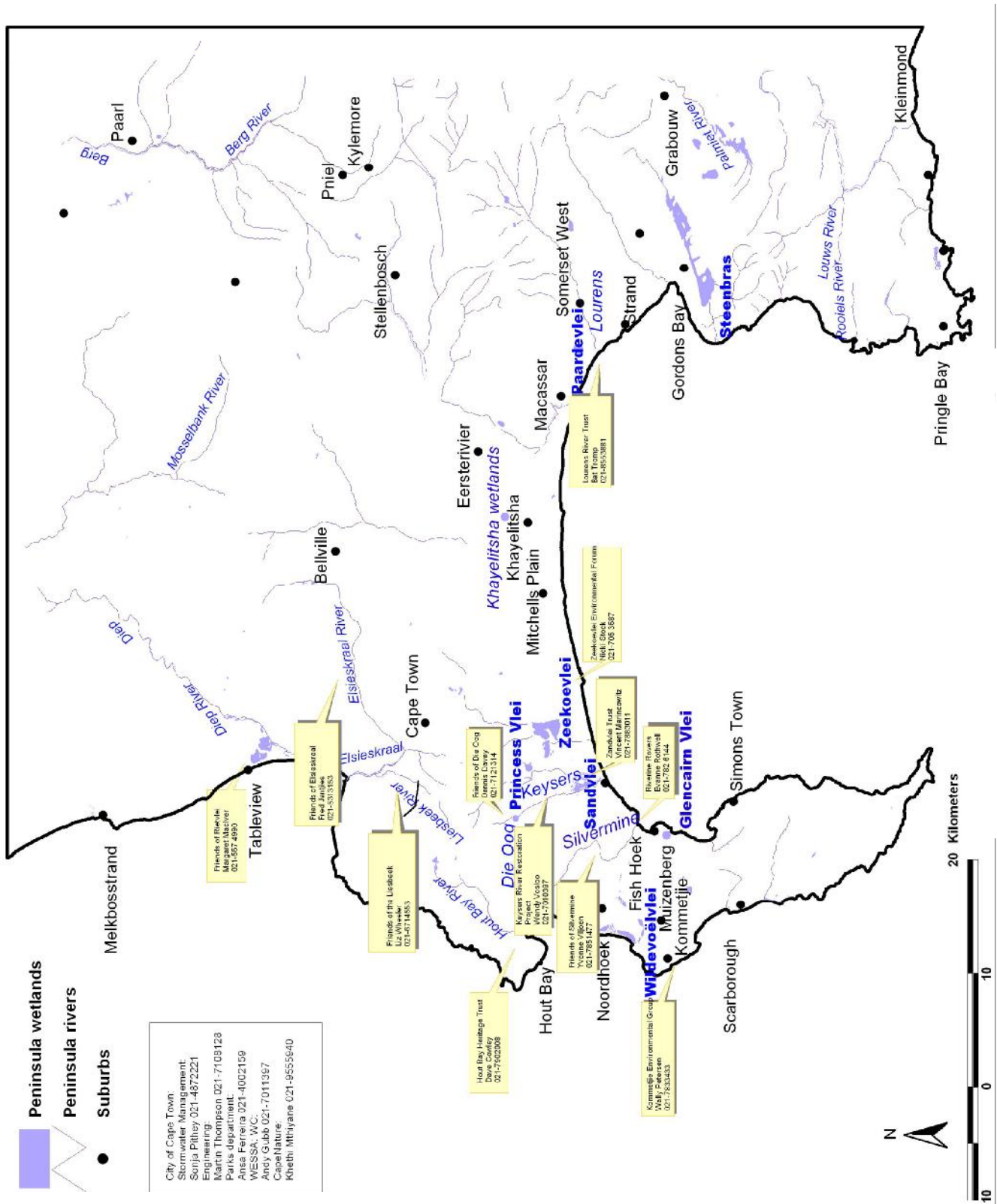


Please do browse the [Appendices](#) of this handbook as they contain detailed information and tips on various aspects of starting and maintaining partnerships.





# MAP - LOCATION OF PARTNERSHIP PROJECTS





## PARTNERSHIPS FOR HEALTHY RIVERS

### APPENDICES

These appendices provide additional support to the Handbook.

Dungbeetles cleaning  
up - a partnership  
supporting the river  
rehabilitation  
Photo: Terry Rothwell



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## APPENDIX A: LEGISLATIVE IMPLICATIONS

- A. 1 National Environmental Management Act (NEMA) Act no. 107 of 1998..
- A. 2 National Water Act (Act no 36 of 1998), National Water Resource Strategy (2004).
- A. 3 Provincial legislation/ policy
- A. 4 Local Policies and strategies
- A. 5 Other legal issues:



If you know a) that you want to do something and b) why you want to do something about the river system/ wetland, are there any laws or policies which you could use to help you?

The following legislation might be useful to consider:

### **A. 1 National Environmental Management Act (NEMA), Act no. 107 of 1998.**

The aim of this law is to provide a legal framework for making decisions about the environment. It is also aimed at helping the different spheres of government to work together in protecting and managing environment-related matters.

NEMA has a number of important principles which all government bodies must follow when making decisions about the environment. Some key principles are summarised below:

Sustainable development requires consideration of all relevant factors including:

- That the disturbance of ecosystems and loss of biodiversity are avoided or, where they cannot be otherwise avoided, are minimized and remedied.
- That pollution and degradation of the environment is avoided and where it cannot be avoided, is minimized and remedied.
- That waste is avoided, or where it cannot be altogether avoided, is minimized and re- used or recycled where possible
- That the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of that resource;
- That a risk averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions (this is known as the precautionary principle).
- The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the peoples common heritage (this is known as the public trust principle).
- The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimizing further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment (this is known as the polluter – pays principle).

(Adapted from the WESSA Environmental Rights publication, 2006)



Environmental impacts of development are considered in Chapter 5. The Environmental Impact Assessment (EIA) regulations provide more detailed legal requirements and include river and wetland-related impacts. The NEMA EIA Regulations identify activities which may not commence without an environmental authorisation from a competent authority (the official Government notices for the regulations are GN385, GN 386, GN 387, all of 21 April 2006).

Other important areas of NEMA include conflict resolution (Chapter 4), legal standing to protect the environment (Chapter 7), Access to Information (Chapter 7) and cooperation agreements (Chapter 8).

Environmental management cooperation agreements may contain—

- an undertaking by the person or community concerned to improve on the standards for the protection of the environment;
- a set of measurable targets for achieving the aims of the undertaking, including deadline dates for their achievement; and also include;
- monitoring and reporting of performance against targets;
- regular independent monitoring and inspections;

## **A.2 National Water Act (Act no 36 of 1998) and National Water Resource Strategy (2004).**

The National Water Act 36 of 1998 (NWA) recognises water as a scarce resource that requires protection to ensure its sustainable use. The Act is intended to promote the efficient, sustainable and beneficial use of water in the public interest. Water cannot be privately owned.

The NWA provides for water to be reserved in river systems, for two priority uses:

1. To provide for the basic human needs – the human reserve
2. To provide for the ecological functioning of the river – the ecological reserve

The Act envisages that all other needs will only be met once the human and ecological reserve are met. Obviously this is a process of water reform to move from the current system of water use to that put forward in the National Water Act.

In 2004, the National Water Resource Strategy was finalized. Although it is a national strategy it is useful for people at a local level to have some understanding of its content.

Chapter 3 of the NWRS is about the protection of water resources:

Part of this protection is the development of a classification system for rivers. This system divides rivers into a number of classes, depending on how badly degraded they are. The idea behind the classification is that the degree of protection of a river depends on its class.

There are four classes outlined in the NWRS.

### **1. Natural.**

Natural class rivers are located where human impact on the natural functioning of the river has been minimal. For a river to be considered to be classified natural, it would need to meet one of the following criteria:

- a. Be situated in protected or wilderness areas
- b. Have significant biodiversity importance
- c. Be a protected wetland – Ramsar site
- d. Be situated in an area which has economic importance for tourism
- e. Have social or cultural significance

### **2. Moderately used/impacted.**

The river has been moderately to slightly impacted by human activity.

### **3. Heavily used/impacted.**

This river is significantly changed from a natural one due to human impact but can still be managed sustainably.

Some limited, short-term reversible degradation will be allowed for compelling economic and social needs.

### **4. Unacceptably degraded.**

Some rivers have been unacceptably degraded and in this case, the river will be classified as heavily used but the management aim will be set to rehabilitate the river to achieve the status it has been given.

Management of urban rivers which have been permanently modified will need to find special provisions to rehabilitate this river.



#### **TIP:**

To obtain copies of any legislation for a minimal fee, visit the government printer's offices in Plein Street, Cape Town, just near the entrance to parliament.







### **A.3 Provincial legislation/ policy:**

Planning and development legislative requirements are relevant to catchments and wetlands. While the national Development Facilitation Act (DFA), act 67 of 1995 is a national act applicable for development planning, It is useful to examine the Land Use Planning Ordinance (LUPO) of 1986 which is still in force in the province until it is replaced by the proposed Planning Development Act (not in force).

The Western Cape Province Environmental Implementation Plan (each province is required to draw up such a plan) acknowledges the impacts on sensitive environments such as wetlands. Other policy documents which refer to riverine environments include the Western Cape Spatial Development Framework. The guidelines applicable to the urban edge, golf courses, polo fields and resort development as well as guidelines for involving specialists in EIAs, etc would all be relevant. The website for the Province where information can be sourced is [www.capegateway.gov.za](http://www.capegateway.gov.za) or enquires can be made at the Provincial offices. See [Appendix B](#) for contact details.

### **A.4 Local Policies and strategies:**

Essentially all responsibility for planning at local level is the exclusive function of the municipality with assistance as and when it is required from provincial authorities.

There are a number of local government policies with relevance to the riverine environment. These include the Metropolitan Spatial Development Framework, the Integrated Metropolitan Environmental Plan as well as the City of Cape Town Biodiversity Plan.

The City of Cape Town has a Catchment, Stormwater and River Management Strategy approved by Council in 2002. This document outlines a number of key strategic focus areas including the concept that it has a duty of care to ensure public health and safety as well as to minimize and mitigate, where possible, environmental degradation, whereas Section 7.5 emphasises the importance of partnership, "...Partnerships will be pursued with individuals, community groupings, non-governmental organisations and institutional stakeholders.."

The City of Cape Town's Metropolitan Open Space System (MOSS) drew on catchment management studies while the City of Cape Town produces a State of the Environment report each year which provides an indication of the quality of the City environment, including the riverine environment. Other policies and documents can be sourced either from the website [www.capetown.gov.za](http://www.capetown.gov.za) or from the Environmental Department in Wale Street. See [Appendix B](#) for contact details.

### **A.5 Other legal issues:**

Financial legislation now requires that a potential account holder provide a number of documents before a bank account can be opened. For example, physical proof of address is needed. The new partnership may not have a physical address and would most likely be based at one of the partners' locations. This needs to be clearly discussed with the bank.

Access to information and administrative justice issues have their own pieces of legislation, the Promotion of Access to Information Act, Act 2 of 2000 (PAIA) and the Promotion of Administrative Justice Act, Act 3 of 2000 (PAJA) respectively. Contact the Government printer to obtain copies.



### **Labour issues:**

The Occupational Health and Safety Act (Act 85 of 1993) aims to ensure that workers are protected while at work. Before employing anyone, the partnership needs to understand the legal implications of an accident at work. Is there insurance? What are your legal responsibilities?

The Labour legislation deals with issues such as UIF, sick leave, working hours and tax to be paid, depending on the conditions of employment. The relevant legislation is the Basic Conditions of Employment Act, 1997, and the Labour Relations Act (No. 66 of 1995). It is important for the partnership, the partner organisations, as well as the prospective workers, to understand their legal rights and responsibilities.



### **TIP:**

Legal issues need to be carefully considered. Those organisations or partnerships interested in finding out more about legal environmental issues, and/or potentially taking legal action, are referred to the Legal Resource Centre. This NGO is dedicated to providing legal advice to community organisations. Also refer to the WESSA Environmental Rights

An exercise which might help you clarify how legislation could be useful for your partnership is detailed below:



### **EXERCISE:**

Can you see how any of the legal information outlined above could apply to your situation?

Write down the relevant details.

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## APPENDIX B: CONTACTS



- B.1 Community Groups, Local organisations involved in Partnerships.
- B.2 Government bodies which could be approached for Assistance.
- B.3 Non-Government organisations which can provide support.

### B.1 Community Groups, Local organisations involved in partnerships

| NAME                | ORGANIZATION                                      | PHONE        | EMAIL                                                                                                                      |
|---------------------|---------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------|
| Belinda Grewe       | Friends of the Liesbeek                           | 021 531 5023 | <a href="mailto:skilpad@kingsley.co.za">skilpad@kingsley.co.za</a>                                                         |
| Dave/Liz Wheeler    | Friends of the Liesbeek River Maintenance Project | 021 671 4553 | <a href="mailto:wheelers@xsinet.co.za">wheelers@xsinet.co.za</a>                                                           |
| Vincent Marincowitz | Zandvlei Trust                                    | 021 788 3011 | <a href="mailto:vincentm@iafrica.com">vincentm@iafrica.com</a>                                                             |
| Dave Cowley         | Hout Bay and Llandudno Heritage Trust             | 021 790 2008 | <a href="mailto:HB.Heritage@zsd.co.za">HB.Heritage@zsd.co.za</a>                                                           |
| Dennis Davey,       | Friends of Die Oog                                | 021 7121314  | <a href="mailto:profdad@eject.co.za">profdad@eject.co.za</a>                                                               |
| Chris Beattie       | Keysers River Restoration Project                 | 021 710 4200 | <a href="mailto:Chris.beattie@pfizer.co.za">Chris.beattie@pfizer.co.za</a>                                                 |
| Evanne Rothwell     | Friends of Silvermine - Riverine Rovers           | 021 782 6144 | <a href="mailto:terry@marques.co.za">terry@marques.co.za</a>                                                               |
| Jonathan Cartwright | Durbanville Environmental Forum                   | 021 976 2959 | <a href="mailto:durbenv@adept.co.za">durbenv@adept.co.za</a><br><a href="mailto:durbenv@mweb.co.za">durbenv@mweb.co.za</a> |
| Brian Ratcliffe     | Friends of Constantia Valley Green Belt           | 021 794 4620 |                                                                                                                            |
| Fred Jantjies       | Friends of Elsieskraal                            | 0215313153   | <a href="mailto:Fred.Jantjies@za.nestle.com">Fred.Jantjies@za.nestle.com</a>                                               |
| Bat Tromp           | Lourens River Trust                               | 021 855 3881 |                                                                                                                            |

Community groups continued...

| NAME                        | ORGANIZATION                   | PHONE        | EMAIL                                                                                        |
|-----------------------------|--------------------------------|--------------|----------------------------------------------------------------------------------------------|
| John Green & James Forsythe | Friends of Tokai Forest        |              | <a href="mailto:greenhse@mweb.co.za">greenhse@mweb.co.za</a>                                 |
| Margaret MacIver            | Friends of Rietvlei            | 021 557 4990 | <a href="mailto:friendsofrietvlei@worldonline.co.za">friendsofrietvlei@worldonline.co.za</a> |
| Shireen Wentzel             | EJNF water caucus              | 021 448 0144 | <a href="mailto:shireen@mail.ngo.za">shireen@mail.ngo.za</a>                                 |
| Solomon Cedile              | CNF Community Networking Forum |              | <a href="mailto:cnf@webmail.co.za">cnf@webmail.co.za</a>                                     |
| Senza Kula                  | Water leaks project            |              | <a href="mailto:lithalomso@kingsley.co.za">lithalomso@kingsley.co.za</a>                     |



## B.2. Government bodies which could be approached for assistance

| NAME                 | ORGANIZATION                                                            | PHONE                        | EMAIL                                                                      |
|----------------------|-------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------|
| Ndiitwani Tovholwani | Department of Water Affairs                                             | 021 950 7100                 |                                                                            |
| Khethi Mthiyane      | CapeNature                                                              | 021 955 5940<br>fax: 9554556 | <a href="mailto:kmthiyane@capenature.co.za">kmthiyane@capenature.co.za</a> |
|                      | Western Cape Department of Environment Affairs and Development Planning | 021 483 4794                 | <a href="http://www.capegateway.gov.za">www.capegateway.gov.za</a>         |
|                      | City of Cape Town – Call Centre                                         | 0860103089                   | <a href="http://www.capetown.gov.za">www.capetown.gov.za</a>               |
|                      | City of Cape Town - Catchment Stormwater and River Management           | 021 487 2206                 |                                                                            |
|                      | City of Cape Town – Scientific Services                                 | 021 6841000                  |                                                                            |
|                      | City of Cape Town - Environmental Management Services                   | 021 710 8134                 |                                                                            |

## B.3 Non-Government organisations which can provide support

| NAME                                 | ORGANIZATION                                                                               | PHONE        | EMAIL                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------|
| Angela Andrews                       | Legal Resource Centre                                                                      | 021 481 3000 |                                                                                      |
| Patrick Dowling/<br>Samantha Ralston | Wildlife and Environment Society of South Africa: Western Cape Region (WESSA Western Cape) | 021-7011397  | Patrick@wessa.wcape.school.gov.za                                                    |
| Christopher Trisos                   | SHAWCO                                                                                     | 0722298015   | <a href="mailto:christophertrisos@webmail.co.za">christophertrisos@webmail.co.za</a> |



## APPENDIX C: BECOMING AN ORGANISATION

- C. 1 What is a Constitution?
- C. 2 Why does the organization need a constitution?
- C. 3 What is included in a constitution?
- C. 4 How are chairs chosen?
- C. 5 Membership fees.
- C. 6 Code of Conduct.



Once a group of volunteers agrees to meet at a particular venue and time to plan the next steps, in effect, this group will form the Interim Steering Committee. As a loose group of volunteers, who might be monitoring the City of Cape Town's functions, and be involved in some alien hacks or the odd clean up, there may not be a need for the development of any formal structure.



However, once the project looks for people and money to support its actions, or takes on a larger role in working with the local authority, then it is time to become more formal. Consult the Nonprofit Organisations Act, no 71 of 1997, which details all the legal requirements for registering as a non-profit organisation.

Business and local authorities are formally structured organisations with rules about how they function. Volunteer groups of individuals who have come together informally, may not be so formally structured. Some groups may even be off-shoots of other organisations, e.g., an off-shoot of the Friends of Silvermine Nature Area partnership is the Riverine Rovers, who look after the Silvermine wetland/estuary at the mouth of the Silvermine River. Other organizations, for example, WESSA, are formally structured with complex decision-making processes and accountability mechanisms.

If you are a loose group of individuals wanting to form an organization, you will first need to organise yourselves into a structure with a few rules. Once you have this in place, you would then look at forming a partnership with other stakeholders which make use of the river.

If you are a group of individuals who need to get organised to get the work done, read on:

As a group of volunteers, it is important that you have a set of common rules which you all accept. This common set of rules held by an organization, or even a country, is called a constitution. Refer to the WESSA:WC Friends Booklet which includes a sample constitution which can be altered to fit your circumstances.



### EXERCISE:

We suggest that you work through the sections below with a members of your organisation. Change it as you feel it needs to be changed to make it relevant for you.

## C.1 What is a Constitution?

A Constitution is an agreement between the members of a group about what the organization is there for and how it will be managed.

## C.2 Why does the organization need a constitution?

- § It makes sure that everyone in the group has a clear vision of why the project exists and what it aims to do.
- § It helps the group to run effectively day-by-day or week-by-week.
- § It enables the group to get money from funding bodies for things it might want to do.
- § It enables the group to be accountable to other external stakeholders.
- § It can help the group to sort out disputes fairly.

## C.3 What is included in a constitution?



### 1. Name of the organization

The name should be short and meaningful. It should not be the same as or similar to a known association, organisation (non-profit and for-profit) in South Africa. It helps if the name describes the project in some way – For example: The Riverine Rovers, or the Liesbeeck River Maintenance Project

### 2. Purpose and objectives

The purposes and objectives should be thought out very carefully. Do not define the aims too narrowly or too vaguely. Refer to the earlier visioning exercise.

### 3. Membership

It is important to decide who is eligible for membership (for example, those who accept the aims and objectives of the organisation), and if there are various types of members (regular, associate, honorary). It is also important to consider and put in writing, conditions under which membership ceases and how a member may be expelled.

### 4. Executive officers

Decide how office bearers will be elected. State the titles of the officers and their responsibilities. For example: Chairperson, Treasurer, and Secretary, are common titles for most organisations.

### 5. Terms of office

State when the term begins, the duration and the conclusion.

### 6. Procedures for calling committee meetings, special general meetings and annual general meetings, as well as the notice and quorum required for all meetings.

Adequate notice must be given for all meetings. In general, longer notice is given for annual general meetings, whereas special meetings are normally called at short notice for a specific purpose.

A quorum is the minimum number of members who have to be present at a meeting in order for business to be conducted legally. It is protection against the possibility that a small number of individuals within an organisation might get together and take decisions and actions which do not represent the bigger group. There is no magic number used to set a quorum for all groups. The quorum should be stated in the constitution for the protection of the group as a whole. Care should be taken not to set a quorum that's too high as the progress of any work programme will be delayed if there is not a quorum to make critical decisions. Generally a number that is 30-50% of the members works well. This quorum should also be in place for Steering Committees (usually more than 50%).

**7. Rights of voting and provisions for proxy voting, if allowed.**

In general all members in good standing should have voting rights. It is also important to decide whether the organisation will allow proxy voting should members be unable to attend a meeting.



**8. Custody of minutes and documents.**

The secretary's responsibility is to maintain the official minute book. Generally, the secretary ensures that all documents necessary for the meeting are circulated to members in good time. The secretary also ensures that a complete record of any documentation discussed at the meeting is kept for future reference.

**9. Appointment of auditors.**

Should your organisation be intending to raise funds for projects, it is important to ensure that you specify that external auditors check your financial records once a year. This ensures transparent financial accountability.

**10. Amendments**

What are the procedures for amending the constitution?

In general, the constitution would only be amended in particular circumstances and not frivolously. To ensure that the changes to the constitution are supported by the organisation, a larger quorum is needed to make constitutional changes, for example, 75%.



**TIP:**

**Removal of Steering Committee members.**

It is very very important to plan for this. Someone once said "Power corrupts, and absolute power corrupts absolutely." Unfortunately, it can happen that the "wrong" people get onto the committee. After 6 months where there have been no Steering Committee meetings, no action on the ground and/ or questions raised about amount of money in the bank account.

Whatever the case, it is important to have a way of removing incompetent Steering Committee members from office and to elect new ones when necessary. This is not a provision to be ignored.

#### C.4 How are chairs chosen?

Within small groups of volunteers, there will either be absolute agreement as to who the chairperson should be, or the position will be hotly contested! The first meeting should begin with the election of the chairperson and other office bearers.

If there is consensus as to who should be the chair, the decision can be by discussion and consensus.

If more than one person is nominated and seconded the chair is elected by a show of hands or a paper ballot if requested. The constitution should lay out the procedure to be followed and the length of time the committee will remain in office.

#### C.5 Membership fees:

In order for the organization to cover some of its operating expenses, each member should pay a membership fee. The cost of the membership fee would be determined by the committee. An important tip is that the aim of such environmental volunteer groups is to sustain a base of action. It is therefore important to make sure that those with lower or no income, such as pensioners or the unemployed, are still able to participate.



#### TIP:



Many hands make light work. It is better to have lower membership fees and many volunteers working for a common purpose than to have a few elite volunteers working on their own, with no broader community understanding and acceptance of their aims.

#### C.6 Code of Conduct

A code of conduct is a formal statement of the values and practices of an organisation. It states what kind of work the organisation will be involved in and provides guidelines on how that work will be conducted. A code may be a short mission statement.

Now that we have a committee that is structured and the various officer bearers know their roles, the organization can now take decisions and get down to action.

In order to become more effective, your organisation might want to meet other organisational bodies such as the City of Cape Town or a local business. It is important to understand how to set up such meetings and engage with potential partners.

## APPENDIX D: MEETING YOUR PARTNERS



- D.1. Assumptions underlying partnerships**
- D.2. Steps to engage with City of Cape Town**
- D.3. Partnership Project meetings**

In the early stages of a potential partnership you are a small group, with maybe one representative from the local government, one representative from the local business and one or two volunteers from a community or environmental group. At this stage, this constitutes the partnership project Steering Committee.

### **D. 1. Assumptions underlying partnerships:**

All parties are expected to:

- Do their best to make the partnership a successful alliance.
- Keep appointments.
- Be sensitive about confidential matters.
- Provide feedback at regular intervals.
- Strive to resolve issues or problems as soon as they occur.
- Not infringe on private time unnecessarily.
- All PR and marketing that refers to the project acknowledges all the partners and the partnership project as a whole.

We believe that within the City of Cape Town, partnerships which include the City of Cape Town as a partner will have a greater chance of success.

As a local environmental group, or a business or an emerging partnership between business and environmental groups, it will be necessary to engage with the City of Cape Town. Engaging with a large bureaucracy can be daunting. Here are some ideas to help make it a productive exercise.

### **D.2. Steps to engage the City of Cape Town**

1. Find out who is the person within the City of Cape Town who is responsible for the wetland or river. In the City of Cape Town, such a person could be found in Catchment, Stormwater and River Management (CSRM) Department – see [Appendix B](#)
2. Set up a meeting – phone and make an appointment.
3. Prepare for the meeting. Take your initial vision exercise results. Write down a list of two or three actions that you would like to do, and what resources you will need.
4. At the meeting, once you have presented your ideas, and discussed them, it is important that you don't leave the meeting until a decision has been made to take action. This could be that the City of Cape Town will consider and consult with other people within the City of Cape Town structures and report to you. In





5. Make sure you have the contact details of all the people who were at the meeting, include their cellphone numbers as well as their office numbers
6. If you are a local business or environmental group, engaging with City of Cape Town processes can take a long time. This can also become disheartening if you wanted to get started at once. While the City of Cape Town support is important, there is nothing to stop you taking action while you wait for the City of Cape Town processes. At your meeting with the local authority, inform them that you wish to carry on while the City of Cape Town is considering their involvement. This is quite acceptable providing that your activities do not require City/Provincial or National approval.
7. **IMPORTANT:** One of your group should take notes at the meeting. These notes should record the decisions of the meeting and any deadlines for action. See the Minute-Taking section of this book (pg. 18) for advice on taking notes.
8. End the meeting with setting a date for another meeting, even if this is only in two months' time.

**Similar set-up steps can be taken to enable your organisation to bring about meetings with other potential partners such as local businesses.**



#### **TIP: :**

The first meeting:

- q Prepare an agenda for the meeting which outlines your aims and allows potential partners to describe their aims
- q Decide from the outset who should chair the meeting:

#### **Tip for local environmental group:**

When you set up your appointment, ask the official to include anyone else that he/she thinks should be involved in your initiative, especially from other departments. Also ask that the official chairs the meeting, and explain that you would like to do a short presentation of what you and your group would like to do.

Ask the City of Cape Town for "in principle" support for your initiative. This means that the City of Cape Town thinks it is a good idea but the officials at the meeting do not have the authority to formally endorse it.

#### **Tip for local authorities:**

When a local environmental group asks for a meeting to discuss a river partnership, it is important that the official who responds has some functional responsibility. Volunteers from the public give up their valuable time and it is important for officials to respect that. Before the meeting, phone around to double-check that those who are invited from other City of Cape Town departments, are attending the meeting.

Once you have identified your partners, the partnership will need to meet regularly to plan actions, and review progress. The notes below are provided to enable first time partners to participate meaningfully in a partnership meeting.

### D.3. Partnership Project Meetings

#### Preparing for the meeting:

For many groups, child care and transportation are barriers to people's participation. If you can make arrangements for both, you can increase your participation. Make sure that people know that these are available.

Set the meeting at a time that is most convenient for those you want to attend. You may need to call several people and suggest possible options.

#### Room Arrangements/Logistics

Possible items to consider include:

- Chair Arrangements:
- Displays: Use visual aids for interest
- Audio-Visual Equipment: Is there electricity? Will you need to bring extra extension cords? Adaptor plugs?
- Place for People to Register: Where can you place the registration table to assure that you obtain names, addresses, and phone numbers for follow-up?
- Refreshments: Who will bring them? Who will clean up?
- Microphone Set-Ups: Will you need microphones?
- Who will record the proceedings?



Example from Friends of the Elsieskraal partnership meeting:

**OFFICIALS MEETING TO AGREE ON THE WAY FORWARD**  
**23 February 2005**  
**AGENDA**

1. Welcome and introductions
2. Purpose of this meeting
  - update on progress
  - meet key roleplayers
  - handover
  - next steps
3. Update on partnerships elsewhere (Martin Thompson)
4. Background and progress with Elsieskraal (Sonja Pithey)
5. Role players
  - S/Council coord
  - Parks
  - Pollution
  - Scientific Services
  - TR&S and CSRM
  - Waste
  - Cllr
  - Industry
6. Next steps
  - Champion (Friends Group)
  - Vision
  - Flyer
  - Launch

### Setting the Agenda:

The Agenda of the meeting sets out what the meeting is about and what will be discussed. It also may show how much time will be allocated to each discussion point. Every meeting needs an agenda, as it can help ensure the most efficient use of the meeting time.

Items for the agenda should be given to the Chair before the meeting. The agenda should be circulated at least two days before the meeting.

Overlong agendas should be avoided. It is better to have two two-hour meetings in a month than one four-hour meeting. If you must have a long meeting, do not be afraid to hold occasional adjournments for ten minutes to allow people to refresh themselves.

#### Example of an agenda:

1. Attendance register
2. Opening remarks
3. Approval of agenda
4. Minutes of the last meeting
5. Approval of the minutes
6. Matters arising from the previous minutes
7. Correspondence
8. Issues for discussion and decision
9. Summary of main issues that came out the meeting, and who committed to what actions
11. Any other business
12. Time, date and place of next meeting.



### Running Effective Meetings:

Here are a few basic meeting rules that will make your meetings run smoothly and be effective. They may seem simple and obvious but sometimes people forget:

- Have a clear purpose before you begin:  
Why are we having this meeting? Answer these questions first.  
What do you want to accomplish?
- Prepare an agenda and stick to it. Keep the group on the agenda and moving forward.
- Make sure you have enough chairs.
- Set a time limit: Everyone wants to know when it's time to go home.
- In general, people find it easier to respond to proposals than to create programs from scratch. Written proposals enable people to identify the points of disagreement or concern.
- Any other business: This is where genuinely urgent or unforeseen items can be discussed. It should only be used if the matter really cannot wait until the next meeting.
- Involve everyone in the meeting, encourage quiet and shy people to speak. Do not allow domineering people to ridicule others' ideas or to embarrass them in any fashion.
- Make sure that decisions are made democratically.

- Seek commitments. Getting commitments for future involvement is usually a goal of most meetings. Write people's names on newsprint next to the tasks they agreed to undertake. One rule of thumb, especially for meetings of less than ten people, is that everyone should leave the meeting with something to do.
- Summarize what happened and what follow-up will occur. Review the commitments people made to reinforce them, as well as to remind them how effective the meeting was.
- Time, date and place of next meeting: You might find it difficult to co-ordinate diaries afterwards, so fix the next meeting now if it is not on a recurring cycle.
- Thank people. Take a moment to thank people who prepared things for the meeting, set up the room, brought refreshments, or typed up the agenda. Also, thank everyone for making the meeting a success.
- Close the meeting on or before the ending time. Unless a meeting is really exciting, people want it to end on time. And remember, no one minds getting out of a meeting early.
- Meeting follow-up: Do it, and do it promptly. If meetings are not followed up promptly, much of the work accomplished will be lost.
- Make sure that the secretary prepares and distributes the meeting notes soon after the meeting.



### **Participating in Meetings:**

Everyone who participates in meetings has a responsibility to help make them a success. We can't always control others, but we can control ourselves. Below are some do's and don'ts for participating in meetings:

#### ***Do***

- \* Personally welcome new people
- \* Actively listen to others
- \* Support the chairperson in moving the agenda ahead
- \* Try to find ways to resolve differences
- \* Participate in discussions
- \* Encourage new people to speak and volunteer
- \* Help set up and clean up the room
- \* Be positive and upbeat throughout the meeting
- \* Tell a joke or add a light comment to ease the tension in a difficult

#### ***Don't***

- \* Dominate the discussion
- \* Bring up irrelevant issues
- \* Dwell on past problems
- \* Insist that people support your ideas

### Decision-making in meetings:

Seek consensus where possible, but take votes in order to move forward if there seems little likelihood of consensus.

It is suggested that a vote must pass by a two-thirds majority for it to be a good decision. If only a simple majority (fifty-one percent) is reached, it means that almost half of the committee does not support the decision. It is questionable if such a decision is workable if there are almost as many in favour as against it.

#### TIP:



##### Be Flexible

Occasionally, issues and concerns arise that are so important, you must alter the agenda to discuss them before returning to the prepared agenda.

Be prepared to recommend an alternate agenda, dropping items if necessary.

### Minutes:

- Minutes are a written record of a meeting. This seems simple enough, but there are many different ways that minutes can be written and this will largely depend upon the type of meeting.
- Minutes of the last meeting: The minutes should have been circulated in advance. The sole purpose of this item is to give participants an opportunity to correct factual inaccuracies, NOT to re-open an old debate.
- Final note: Don't forget to get the chair to sign the minutes as a correct record when they are approved at the next meeting. If they are not approved and signed off, legal disputes could arise.

### What should minutes tell you about the meeting?

At a minimum, the minutes of any meeting should include:

1. Action items: These are To-Do's assigned to attendees at the meeting. Record the task, the person responsible and the date agreed upon to complete the task.
2. Decisions: All decisions that may affect future choices of the group should be recorded.
3. Open issues: New issues raised at the meeting but not resolved there should be recorded so they can be carried over to a future meeting.

#### TIP:



\* Always remember to listen for and capture the decisions, action items and open issues from a meeting.

\* When capturing an action item, get the person to whom it is assigned to help you word it and set the due date — that way you know they've accepted the "To-Do."

\* At the end of the meeting recap the decisions, action items and open issues for the group and ask if anything important has been overlooked.





**Detailed minutes are usually used when an official record of a meeting is required.**

Detailed minutes are a formal record so they must contain sufficient information to demonstrate;

- when the meeting was held
- who was there
- what was discussed
- what supporting material was supplied
- what the decisions were.

Minutes can be used as evidence in court and once approved at the subsequent meeting, they are written proof of the commitment of the partners to whatever was discussed at that meeting.



## APPENDIX E: MEMORANDUM OF UNDERSTANDING

**E.1.** What is the difference between a Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA)?

**E.2.** Example of MOU

**E.3.** Mandated Representatives



A first step to becoming more formal is to look at how the partnership works together and to try and capture some of the values and ways of operation within the partnership project. This can then be drafted into a code of conduct statement or a Memorandum of Understanding (MOU).

**E.1.** What is the difference between a Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA) ?

A MOU is used to formalize the partnership. The MOU should be signed by all participating organisations. The contents of a MOU are discussed below in more detail. However, the legal document through which the partners will enter into a legally binding formal agreement is the MOA (Memorandum of Agreement). Should a partnership reach the stage of contemplating a legal contract, it would be advisable to consult a lawyer.

The MOU must outline vision and objectives, who the partners are, their roles and responsibilities, the how they will function etc and declare that a Project Steering Committee will be constituted to carry out the day to day functioning of the project, to decide on progress and the way forward.

**E.2. Example of MOU**

Below is an example of a MOU:

### MEMORANDUM OF UNDERSTANDING

between

**West Wind Society**

and

**Joe Seep Business**

and

**City of Cape Town**

### PREAMBLE

*This Memorandum of Understanding (MOU) constitutes a general description of the understanding of the parties with respect to their river project and their joint commitment to it. It is a declaration of intent and the memorandum does not legally bind these parties.*



## OVERVIEW OF THE PROJECT

*The nature of the partnership will be to co-operate with one another in order to establish a close, productive working relationship based on a joint commitment to achieving the goals and objectives of the Project.*

Project Description

*What is it that the project aims to do and how will it achieve its goals*

Project Duration

*How long will the project last? Does it have a deadline for completion?*

Project Administration

*Who will be responsible for the administration of the project?*

Project Management Structure

*Who will be the project coordinator? How will the steering committee operate? How will decisions get made?*

## SPECIFIC PARTNER ROLES AND RESPONSIBILITIES,

*Details of what each partner sees as their role and what each partner will contribute to the partnership .*

### West wind Society

*Roles*

*Responsibilities*

### Joe Seep Business

*Roles*

*Responsibilities*

### City of Cape Town

*Roles*

*Responsibilities*



Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of \_\_\_\_\_ 2006

FOR **West Wind Society** \_\_\_\_\_

FOR **Joe Seep Business** \_\_\_\_\_

FOR **City of Cape Town** \_\_\_\_\_

## E.3. Mandated Representatives:

Occasionally you will be meeting with external donors or the government such as the provincial government or national departments.

How do you ensure that such meetings are run smoothly, and that your aims are achieved?

How do you ensure that, where a representative from the committee is sent to a particular meeting, that they do not misrepresent the committee or commit the project to something everyone is not necessarily happy with?

For the partnership to be successful, it is important that the partnership's Steering Committee be truly representative of the various partners. Should one partner provide commitments which do not materialise because of a lack of a mandate, the other partners are likely to become disillusioned and the project progress could be jeopardised

### **Mandates:**

The Steering Committee should consist of one representative from each partner organisation or institution. Each representative should attend committee meetings bringing a **mandate** from the sector they represent. It is worth looking in some detail at the issue of mandates.

### **What is a Mandate?**

A mandate is the **authority to act** given to a **representative** by another person or group, such as members of a trade union, business, political party, community, NGO etc. The representative is normally elected by the person or stakeholders on whose behalf they will act.

Mandates recognise the need and rights of all members to participate in and to share, individually and collectively, in decision-making.

The mandate defines the **powers** of the representative and **types of actions** she or he may take on behalf the group.

If a representative is to do her or his job well, the mandate needs to be specific. For each new act or decision, representatives must be given a new mandate. Everyone in a stakeholder group must be involved in setting up mandates and electing representatives in order to strengthen the voice of that stakeholder group. The mandate must be given to the representative before they attend any meetings or participate in any forums.

The representative has a duty to carry out the mandate and to inform those who elected her or him on how the matter progresses.

Once we have ensured that all representatives are mandated, the partnership steering committee can hold meetings to make decisions and do the work.



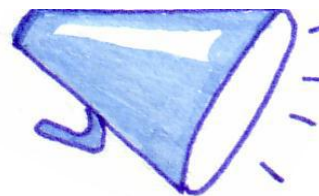
### **TIP:**

If an issue arises in discussions for which the representative has no mandate to speak, the representative should make that clear to the meeting.

In that case, the representative would ask the meeting for time to consult with the group they represent in order to gain a mandate. The use of strict mandates prevents committees taking rushed decisions which have not been properly considered.

## APPENDIX F: GOING PUBLIC

- F.1. Communications
- F.2. Going Public – the public meeting
- F.3. Taking Issues to Government



### F.1 Communications:

**Reporting back to stakeholders/ the community and providing them with ongoing opportunities for input and feedback.**

#### **Communicating the message to the public:**

With a long river, many stakeholder groups could be spread very far geographically, along the length of the river, from “source to sea”. People are very busy and there is not the time or resources to gather everyone together every month for feedback meetings. Some other means of communication needs to be found.

#### **Why would you need to communicate?**

To ensure ongoing support for the partnership project, people need to be kept informed on a regular basis. They would like to find out how things are progressing, as well as have an opportunity to input into the project. Various options for communication exist. We have highlighted a few here, including internal (within the partnership) and external (partnership to public) communication forms:

##### *Individual communication:*

In places where there is easy access between the project champion and the public, it is possible for people to receive information and to pass on their comments “over the fence”.

For example, the Silvermine path runs past the back gate of the Friends of the Silvermine Riverine Rovers “Champion” - if she steps outside, she can easily chat to passers-by, inform them of the groups’ activities and successes, thank them when seeing them helping out.

This form of communication is informal, enables people to feel constantly engaged with the project but is time consuming and does not reach many people.

Alternative forms of person-to-person contact include telephone, letters and emails.

##### *Community meetings:*

Find out when the church groups meet, the women’s groups, the resident’s association etc. It may then be possible to arrange to give a short input to these meetings and in that way to reach many people without having to spend money on organising a project meeting of its own.

The use of bulletin boards in libraries, and community halls is generally free for community notices. Should the partnership call its own meeting, invitations can be distributed through various other community meetings.





#### *Newsletters:*

The partnership project committee may decide to issue a newsletter twice a year. This newsletter would report on progress of the partnership project and provide some details of specific issues, for example, what does any particular government announcement mean.

#### *Articles in magazines:*

This would generally be used to raise awareness about an issue, for example if sewage finds its way into the river, and some kids get sick, dead fish float down the river. The project committee may write an article highlighting the need for rehabilitation of rivers and this could be published in magazines such as the WESSA or the Botanical Society's magazines.

#### *Newspapers:*

Writing letters to the editor also serves to highlight topical issues. Newspapers will publish letters which are about things happening today – that is news. Community newspapers are often looking for contributions and it is also possible to build up a relationship with the newspaper editor or reporters. This will help you to get your letter published. If you have an issue which you think needs some publicity, then contact the reporters and ask them to write a story. There is no guarantee that it will be published but if it is, there is an opportunity to raise awareness amongst the newspaper-reading population. Such articles can also be used, for example, to promote a successful partnership.

#### *Radio:*

Most people listen to radio. Local community radio stations are always looking for exciting material. Project committee members and stakeholder groups may not be literate and the local radio station may become a vital part of reporting progress to stakeholder groups. Try to arrange with the community radio station to have a regular time slot so that your stakeholder group members know when to tune in. Remember to give contact details of how interested listeners can contact you once your radio slot is finished.



#### *Television:*

Television, especially the news, provides a high-impact way of reaching decision-makers. Programmes like 50/50 and Special Assignment can be used to highlight successes and issues of concern. However, the television camera can be very intimidating and you may not be able to make your point clearly and may appear confused, so be thoroughly prepared.



#### **TIP:**

The idea of the public process is to engage with other stakeholders to gather support. People have their own priorities in their lives and for most, it is sufficient that they know that someone is doing something and they will give it their blessing.

### *Drama, Street theatre:*

This is an excellent way to involve groups such as youth. Drama is also useful in conveying emotional messages, for example, the lack of fish in an estuary leading to poor nutrition in the community. It can also be a drawback for an AGM where people might become bored listening to discussions for hours. Drama can also be used to celebrate successful outcomes of the project.

### *Events:*

This can be public meetings called to make announcements, they could be marches, or occasions such as AGMs where the media will be present. Such events should be carefully planned and should be widely advertised. It is vital to start on time and to follow the programme as many people may come from far to attend and do not want to wait around for hours or find that agenda items they came specifically for are no longer on the agenda. It is important that one or two organisers have cell phones at your events so that the press and others can contact you to check arrangements.

## **F.2 Going public – the public meeting**

Although this is a public meeting open to any interested party, it is not a mass meeting but a local community meeting. The aim of the meeting is to introduce the partnership to the local community, gain support and be open and welcome any other organisations which are keen to join the partnership.

The public meeting will only take place once key partners are on board, and have signed the MOU. Some actions may have already taken place and the meeting may be called to report progress rather than introduce the partnership.

### **Step by step - how do you go public?**

This will depend on your resources. You may need to phone or email several possible stakeholders in the area, and find a suitable venue for a meeting (see also Appendix D.3).

As a local business, community organisation or official, you are well aware of the relevant stakeholders in your community who should be contacted. This would include various people who use the river, local residents groups, other businesses in the area, and sports or special interest groups (e.g., bird watchers, kayakers).

Different meetings require different facilities. Meetings for young families need a safe space for child care. Be sure to consider all the things you might need before you choose a venue.

At the public meeting, make sure from the start that a register of attendance is taken. It is also important to decide how those who attend the meeting will receive the minutes. Does the partnership plan to print and distribute minutes, or do people indicate if they want to receive minutes or not.

For more details on how to organise the meeting, and how to run the meeting, see [Appendix D](#).



### TIP:



- Make sure you involve the local authority – this could allow you access to their phone and fax to send out invitations to different stakeholders.
- Make use of community radio, and community notices. Simply put in a short notice which states *when* and *where* you are meeting, and *why* you are meeting, i.e., that you are meeting to decide on a partnership group of organizations and an action plan to address a particular problem with the X river system.

## F.3 Taking issues to the government

As the partnership progresses, local government representatives will sit on the Steering Committee and there should be no need for the Steering Committee to take on a lobbying and advocacy role. However, it may be that the partnership is looking to get resources and support from provincial or national government and that local government is not responding to the partnership adequately. There is therefore a need for greater communication with a more senior body in government, someone other than the official who is sitting on the partnership Steering Committee.

*There are a number of ways to approach government:*

- § A senior Government representative could attend a Steering Committee meeting. The government representative will have a mandate to make decisions on certain issues. Once the partnership project committee has agreed on a course of action or response to a government proposal, the government representative will be able to agree or not depending on their mandate.
- § If a government representative is present but does not have a mandate to make decisions, the government representative could still take the partnership project committee decisions back to the department. Having been part of the discussions, the government representative will understand the debates and should be able to accurately reflect the concerns of the committee.
- § The committee can task one individual or a subcommittee to write a proposal outlining their concern and take the document to the department and to follow up and meet with government officials to discuss it.
- § The committee could forward their minutes to the department so that government officials can follow the discussion and understand how the project committee has reached its decision.



Depending on the situation, the partnership project committee may choose to do one of the above, all of the above or to take some other course of action.

**For example:** When an environmental group or partnership on River Styx heard that a new housing development of 300 houses was threatening the habitat of the lesser Brer Rabbit, they sent out emails to everyone they could think of, asking them to spread the word, and to email government and the media . Because of the publicity, the development was halted.



#### EXERCISE:

Prepare a radio interview about your project. Imagine the questions that a radio presenter would ask, prepare responses and then present it as a drama at the next partnership or public meeting.

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Ask for feedback from the other partners. Approach a radio station to see if they would interview you.



## APPENDIX G: CONFLICT MANAGEMENT

### G.1 Active listening.

### G.2 Paraphrasing and “I” messages.

### G.3 Arbitration.



Remember conflict is normal. This section contains some tips for listening, as well as some ideas for communicating your frustrations in a positive manner. The examples provided should be read together with the main handbook section.

### G.1 Active listening.

Here are some tips to enable us to make the most of our conversations:

- Stop talking (this may seem obvious)
- Watch your body language
  - o make eye contact appropriately, don't stare fixedly
  - o nod your head
  - o lean slightly towards your speaker
  - o use encouraging facial expressions
- Don't get involved in something else while the speaker is talking
- Avoid mentally rehearsing your argument while the others are talking
- Avoid assuming that once you have heard the first few words, you know the entire argument and can switch off!
- Don't interrupt, offer advice or give suggestions
- Don't bring up similar feelings and problems from your own experience

The above tips will have all partners listening but do you understand exactly what the other person has said?

### G.2 Paraphrasing and “I” messages.

Paraphrasing means that you re-state what the other person has just said but in your own words, reflecting back to them what you think they have just said. If they did not mean this, there is an opportunity for both of you to gain clarity and to make sure that you understand each other's point of view.

#### **Example:**

Resident: “I have paid you some money. I expect to see the river kept clean.”

Listener: “I understand that you have paid us some money and therefore *you feel* that you have paid for the river to be kept clean.”



#### **NOT**

Listener: “So you think that just because you have paid us some money, your part of the river must be cleaned first.”

The last statement would escalate a conflict while the first allows the resident to feel that she has been heard.



### The use of “I” messages:

An “I” message enables all of us to express ourselves in a non-threatening way while still putting our thoughts, needs and feelings on the table. The core of the “I” message is to focus on ourselves and not to see SOMEONE ELSE as the problem!

The structure of an “I” message is as follows:

**WHEN** (this provides for an objective description of the action causing the problem)

**I FEEL** (people don’t know how we feel unless we tell them)

**BECAUSE** (putting forward our reasons for why we feel how we do)

**AND WHAT I WOULD LIKE IS** (explaining what we want without demanding anything)

#### Example:

Sponsor: “I have decided that we will give you a plastic 5m banner to hang across the river to advertise the work the partnership is doing on the river.”

Response 1: “Why do you decide on your own without consulting us? You are arrogant and you make me very frustrated. Do you realise what we could do with the money wasted on a banner?”

RATHER...

Response 2: “WHEN you decided to spend money on an expensive banner, I FELT frustrated BECAUSE it seems that you are not consulting us. WHAT I WOULD LIKE IS for us to sit down together and work out what would be the best use for the money.”

### G.3 External Facilitation.

It does happen that communication between partners can break down to the extent that the conflict becomes deadlocked.

Under these circumstances, it is important to establish that all partners want to resolve the conflict. If all partners do want to, then it could be useful to decide to bring in an external, independent facilitator, acceptable to all parties, who can assist in resolving the conflict.

The facilitator will listen to each side of the conflict and will then attempt to help the partners resolve the conflict. This is separate to arbitration, where an external person, after considering each side, makes a decision that is binding on the partnership.

However, if the partnership has reached such a breakdown in communication, it could be time to end the partnership and go your separate ways.

*Information for parts of this section were taken from materials developed by the Centre for Conflict Resolution, as well as for the Environmental Evaluation Unit at UCT - Awareness Raising and Capacity Building Programme*



## APPENDIX H: BUSINESS PLANS AND DETAILED FINANCIAL MANAGEMENT

- H.1. Developing a Business Plan
- H.2. Sustainable Financial Management for your Partnership



### H.1 Developing a business plan

#### 1. Introduction

This would be a summary of your business plan. This should be written once you have established that the project can work and should be viable. The introduction is normally a short but powerful statement about what your project is all about and why you believe it will be successful.



#### TIP:

This part of the business plan is arguably the most critical part. Often a bank or funder may turn down an opportunity to get financially involved or invest in a project simply on the basis of having read the introduction or summary.

#### 2. Business overview

It is important to understand what the partnership is aiming to accomplish. The following headings could be used to describe the partnership's mission, goals and structure:

- Vision
  - q This section deals with the longer term plans for your partnership.
  - q It helps the reader understand what the partnership wants to achieve in the short-term (in less than a year), medium-term and long-term.
  - q This is important for people like funders who are not familiar with your vision.

#### ***For example (from Friends of the Elsieskraal Business Plan):***

*The long-term vision for the project agreed by the partners of the project is:-*

*A river corridor that:*

- *Supports indigenous riparian vegetation and an improved ecosystem (free from alien vegetation and with improved water quality)*
- *Is free of litter and dumped material (removal and prevention measures to be in place; e.g. bollards and signage)...etc*



- **Mission / goals**  
Provide a statement of the key goals and outcomes of the partnership.
- **The structure of the partnership:**  
Describe the general aspects of the partnership, including:
  - The physical infrastructure.
  - The geographical location of the project.
  - Who the partners are in the partnership.
- **Form of partnership**

You need to decide what the legal form of your partnership will be, e.g. a closed corporation, sole proprietorship, a partnership, a trading company or a trust? Ask for help from your local authority or business partner.

- List all resources that will be needed for your partnership.

### 3. Management of the partnership

- In this section you need to provide a description of the skills of the partners covering the key areas of management, technology, marketing, finance and administration.
- Describe the position, function and responsibility of each partner.
- Attach a detailed profile and the financial contribution of each partner.

***For example (adapted from Friends of the Elsieskraal Business Plan):***

Financial contributions (including equipment and services) have been committed by a number of organisations, as follows:

| Organization                                                 | Contribution                                                                                                                     |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Business X                                                   | Project Management<br>Financial Support                                                                                          |
| Business Y                                                   | Security monitoring<br>Pamphlet production                                                                                       |
| South Peninsula<br>Administration (SPA) City<br>of Cape Town | Grading of the river<br>corridor<br>Bollard and infrastructure<br>maintenance<br>Alien vegetation, rubble<br>and litter removal. |
| NGO/ CBO                                                     | Project Management<br>Supervision/ volunteer<br>organization                                                                     |



#### 4. Marketing

How you intend to communicate with the public or other target market needs to be formulated early on in the Business Plan:

- Discuss plans for promotions, brochures, open days and the internet.
- Refer to similar partnerships, and describe problems that other partnerships might have encountered and how you will avoid these pitfalls.
- Detail any national and global events that will influence your partnership.
- Describe how environmental legislation affects your partnership (see Section 1.4).

#### 5. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

Provide a critical evaluation of the strengths, weaknesses, opportunities and threats and how you are going to plan to capitalise on your strengths, overcome your weaknesses, exploit opportunities and avoid threats (threats could also be turned into opportunities).

#### 6. Financial statements and cash flow projections

The Business Plan requires a summary of the financial statements.

You should include:

- Operating budgets, cash flow statements, income statements and pro forma balance sheets preferably for at least three years. (Depending on the length of time the partnership has been in operation, financial statements for one or other partner might be used until the partnership has operated for a year).
- A breakeven analysis: Indicate at what point the project expenses will equal its income.
- Details of funding and loan requirements.
- Future sustainability.
- Motivation for your capital requirements.
- Legal aspects requiring consideration:  
Details of any legislation governing the area around your project.

Ensure that your financial projections agree with any other statements in your business plan (e.g. the costs involved in your initial set-up should be included in the Cash Flow projections).

#### 7. Human resources

Within this section, identify the skills that will be required for your project, and describe how the partners involved have the specific skills or how you will access these skills (e.g., hiring a freshwater consultant or a community facilitator).



#### TIP:

The Business Plan can be an essential **tool** to help you plan your partnership's activities and budget expenditure for the future. It will also serve as a guideline document for all partners. Furthermore it will function as a tool for sourcing additional funds and allocating existing funds in the most cost-effective way.



## H.2. Sustainable Financial Management for your Partnership



Money is always a sensitive issue and total transparency and accountability is vital for the partnership.

### Achieving financial management goals

How can you ensure your partnership manages its finances effectively and sustainably?

### Setting up an Accounting System.

An accounting system will control the inputs, processing and outputs of the partnership. Financial transactions need to be recorded on paper as well as electronically. This is a continuous process and must be applied to every transaction.

The accounting system should be maintained by a qualified individual and should perform the following functions:

- Record all income to the partnership
- Record all expenses of the partnership
- Provide a detailed analysis of transactions
- Provide a history of transactions
- Produce accurate financial reports

**NB. Usually one of the partners takes responsibility for the financial management of the funds used by the partnership. For example, WESSA:WC manages the finances and ensures that there is an annual audit for the Keyzers River Restoration Project.**

As preparation for each Partnership Steering Committee meeting, each partner should be given a spreadsheet of expenditure against budget.

| Description          | Income  | Expenditure |          |
|----------------------|---------|-------------|----------|
| Kindly Donations     | R 15000 |             |          |
| Tools and Equipment  |         | R 13620     |          |
| Signage and printing |         | R 4650      |          |
| Balance              |         |             | - R 3270 |



### TIP:

Finances are always a sensitive issue. Make sure that each meeting has a separate agenda point for financial reporting.





**TIP:**

Electronic Fund Transfers should be affected once approval of the payments have been received at a meeting of **all** partners.

- Requisitions will also be required.
- Two passwords, one from each signatory, should be provided to the bank for confirmation of payments.
- Passwords and user codes must not be divulged to any individual.
- Payment confirmations should be printed and filed by the treasurer.

**Filing**

It is necessary to operate a Filing System which should allow for easy access and retrieval of documents.

**Recording of transactions**

- All transactions must be recorded on an electronic accounting system.
- A Cashbook should be maintained daily.
- A Creditors journal should be maintained daily.
- A Petty cash journal should be maintained daily.
- A Cashbook should be reconciled monthly.
- A Creditors journal should be reconciled monthly.
- A Petty cash journal should be reconciled monthly.
- Monthly management reports should be prepared and presented to all partners and other interested parties.
- Annual audits should be performed by an independent auditor.

**Asset Control**

- Assets should be recorded in an asset register.
- The register should include the following:
  - o Detailed description of items purchased
  - o Supplier name
  - o Date of purchase
  - o Purchase price
  - o Location of asset
  - o Person responsible for asset
- A spreadsheet can be used to maintain the asset register and hard copies can be printed and filed monthly.
- All assets must be tagged with a unique number.
- Asset movement between locations must be monitored by way of a transfer register.
- Each asset must be assigned to a responsible individual.
- Asset counts must be performed annually.
- Physical counts must be reconciled to the accounting records.
- Assets must be recorded as expenses as soon as they have been



## APPENDIX I: MONITORING AND EVALUATION:



Monitoring is a vital component of ensuring an ongoing successful partnership.

**For example**, consider how much more successful would Action 2 appear to be than Action 1 if the outcome was linked to a deadline? Compare the deadlines for

| Goal           | Actions                      | Proposed Outcomes                 | Deadline | Proposed Measure of success                                                       | Achieved                                                    |
|----------------|------------------------------|-----------------------------------|----------|-----------------------------------------------------------------------------------|-------------------------------------------------------------|
| Clean up river | 1. Take out plastic litter   | Plastic litter reduced/eliminated | 2007     | Photos showing before and after                                                   | 10% reduction by end 2006                                   |
|                | 2. Hack out alien vegetation | Aliens reduced                    | 2008     | Measurement of area hacked out and survey of indigenous plants which have emerged | 80% aliens reduced by 2006, indigenous cover up 20% by 2007 |

**OR...**

| Goal           | Actions                      | Proposed Outcomes                 | Deadline | Proposed Measure of success                                                       | Achieved                                                    |
|----------------|------------------------------|-----------------------------------|----------|-----------------------------------------------------------------------------------|-------------------------------------------------------------|
| Clean up river | 1. Take out plastic litter   | Plastic litter reduced/eliminated | 2015     | Photos showing before and after                                                   | 10% reduction by end 2006                                   |
|                | 2. Hack out alien vegetation | Aliens reduced                    | 2008     | Measurement of area hacked out and survey of indigenous plants which have emerged | 80% aliens reduced by 2006, indigenous cover up 20% by 2007 |

Looking at the first Table, the project committee might think that their efforts would be better spent hacking out aliens as the litter problem is not going away. That is, they had intended to eradicate litter by 2007 but only achieved 10% success by 2006. If they were on target, they could reasonably expect to have achieved 50% success. This might lead to a rethink on the actions for 2007 – possibly putting more resources into aliens, or a different approach to cleaning up litter – maybe an awareness campaign targeted at those who litter.

In the second Table, the litter reduction is to proceed gradually over 9 years! The project committee would see 10% as a reasonable achievement for the first year of a 9 year action plan – in fact it appears that the project is achieving slightly better than expected. The project committee would then be happy with the work in that area.





### EXERCISE:

Try the exercise below in order to help you set up your own partnership's Goals, Actions, Measures of Success and Deadlines.

Once you have prepared your Business Plan (see Appendix H), look at the detailed actions you have planned and, using the table below, work out how you will know when you have been successful, what the final outcome

| Goal              | Actions                                          | Cost           | Proposed Outcomes                                   | Time frame | Measure of success                  | Achieved                                      |
|-------------------|--------------------------------------------------|----------------|-----------------------------------------------------|------------|-------------------------------------|-----------------------------------------------|
| Removal of aliens | Hack and seedling removal once/month for 3 years | R220 per month | 60ha of aliens reduced along 12km of river frontage | 3 years    | 40ha of cleared area measured in ha | 60% reduction in total aliens in that stretch |



### TIP:

Some areas are more difficult to measure – how do you know if public awareness has been achieved, for example? In this case it might be better to break down the actions into ones that can be measured. For example, *public awareness* could be broken down into:

- Number of letters to the papers
- Number of talks given to schools
- Number of Open-day events, etc.
- Number of inquiries received
- Number of people who attend events/talks
- Number of volunteers participating in monthly hacks

In the case of funded projects, funders always want progress reports which show them what you have achieved and how you achieved it (using which resources). This is to demonstrate to them that you have spent their money wisely. It will be much easier to write the report and to convince donors you are using their money wisely, as well as convince other stakeholders and potential funders that you know what you are doing, if you have clearly detailed actions/objectives and clear indicators of success.



### TIP:

It is important to show some achievements over a shorter period of time to maintain interest in the project



Access to information and administrative justice issues have their own pieces of legislation, the Promotion of Access to Information Act, Act 2 of 2000 (PAIA) and the Promotion of Administrative Justice Act, Act 3 of 2000 (PAJA) respectively. Contact the Government printer to obtain copies.



### Labour issues:

The Occupational Health and Safety Act (Act 85 of 1993) aims to ensure that workers are protected while at work. Before employing anyone, the partnership needs to understand the legal implications of an accident at work. Is there insurance? What are your legal responsibilities?

The Labour legislation deals with issues such as UIF, sick leave, working hours and tax to be paid, depending on the conditions of employment. The relevant legislation is the Basic Conditions of Employment Act, 1997, and the Labour Relations Act (No. 66 of 1995). It is important for the partnership, the partner organisations, as well as the prospective workers, to understand their legal rights and responsibilities.



### TIP:

Legal issues need to be carefully considered. Those organisations or partnerships interested in finding out more about legal environmental issues, and/or potentially taking legal action, are referred to the Legal Resource Centre. This NGO is dedicated to providing legal advice to community organisations. Also refer to the WESSA Environmental Rights

An exercise which might help you clarify how legislation could be useful for your partnership is detailed below:



### EXERCISE:

Can you see how any of the legal information outlined above could apply to your situation?

Write down the relevant details.

