



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

**THE VALUE OF PARTNERSHIPS – A MUNICIPAL PERSPECTIVE**  
**IERM CONFERENCE**

26<sup>th</sup> – 28<sup>th</sup> September 2016

Cape Town

Making progress possible. **Together.**

# PRESENTATION CONTEXT

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This presentation on partnerships is presented mainly from the perspective of a Municipality or Local Authority.

It draws primarily on examples from the Sport, Recreation and Amenities Department of the City of Cape Town.

# PARTNERSHIPS DEFINED

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SO WHAT ARE PARTNERSHIPS?

# WHAT ARE PARTNERSHIPS?

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- A partnership can be loosely defined as a mutually beneficial relationship in which the parties concerned agree to cooperate in order to advance their mutual interests.
- What **is not** a partnership is a “sponsor” or “service provider” relationship.

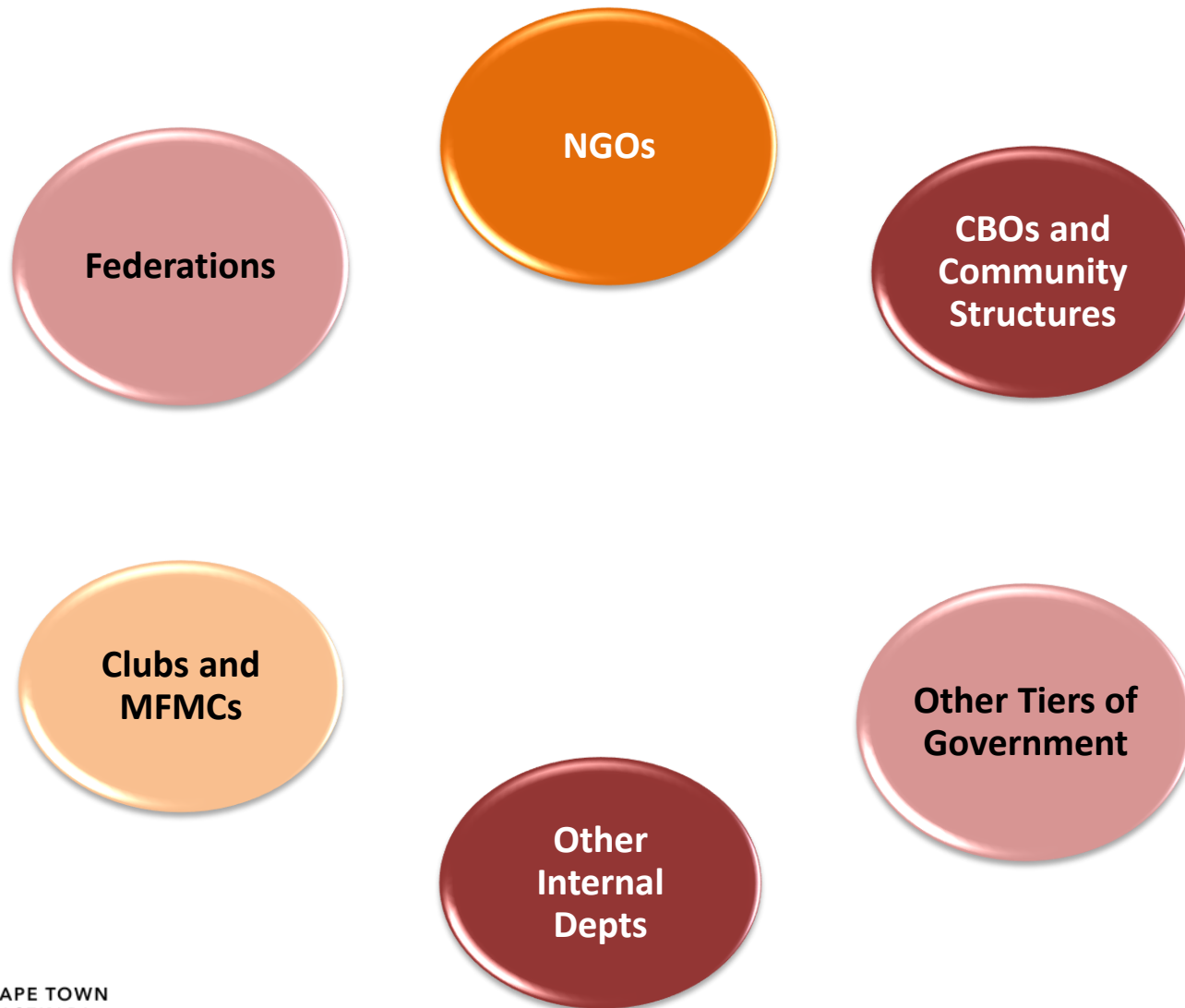
# IN TERMS OF MUNICIPALITIES, WHAT MAKES A “GOOD” PARTNER?

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- Meets all MFMA compliancy criteria in terms of good governance
  - (a) Financially compliant in terms of banking and audits
  - (b) Is well structure, meets regularly and has an AGM
- Is legitimate
- Projects Honesty
- Is Transparent
- Has integrity
- Poses no risk to the municipal brand

# WHO DO MUNICIPALITIES PARTNER WITH?

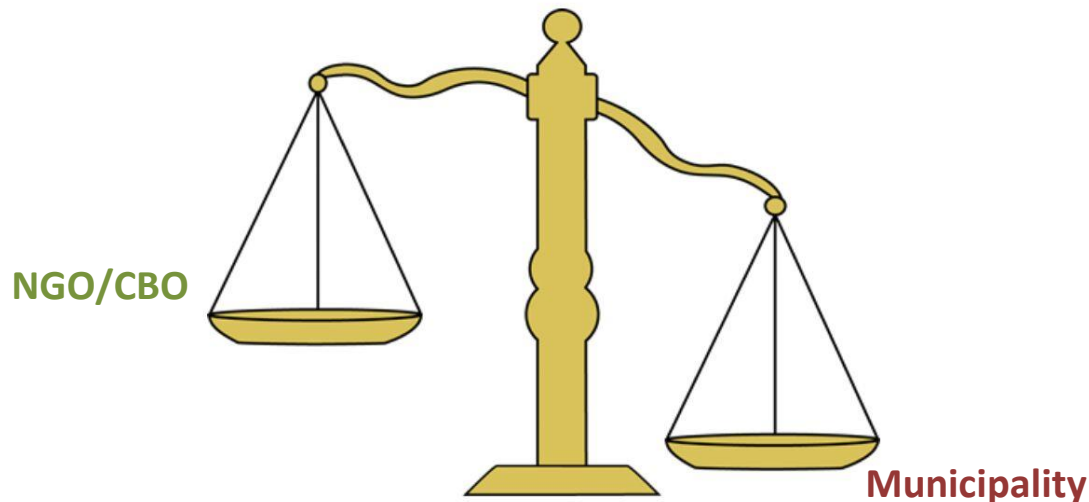
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# NATURE OF A MUNICIPAL PARTNERSHIP

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- There is a natural uneven power relationship between municipalities and NGOs or community based partners
- A successful partnership is able to navigate this power imbalance to achieve the common goals



# FOCUS ON RECREATION

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THE MUNICIPAL CHALLENGE



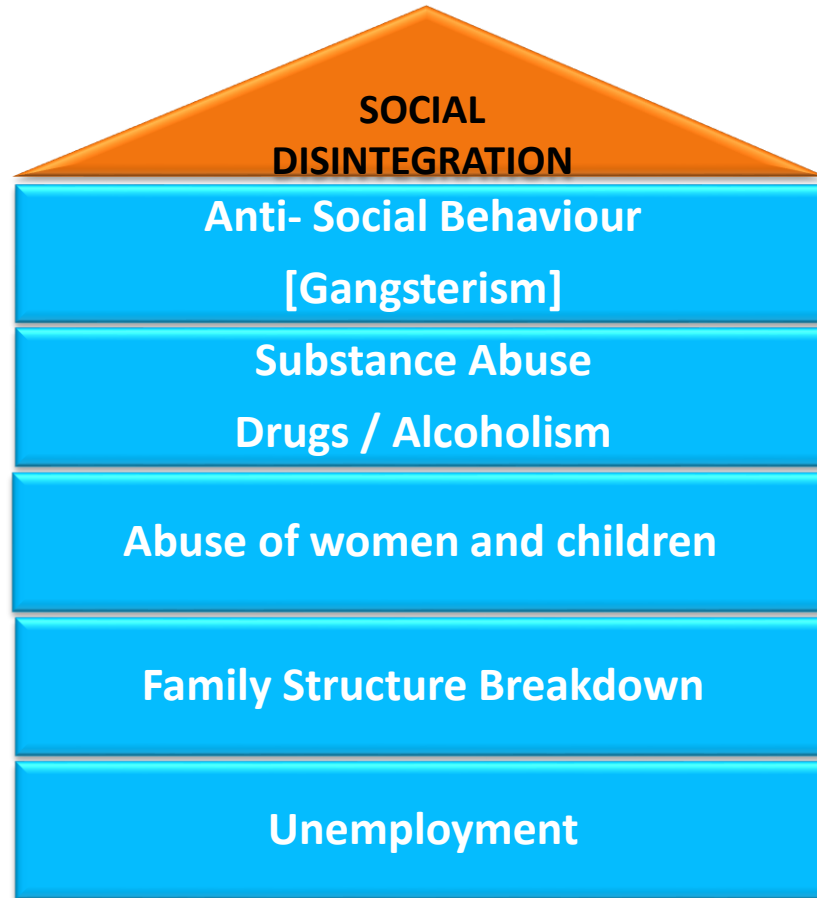
# ROLE OF MUNICIPALITIES IN RECREATION

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- Municipalities should focus on Recreation (not talent ID or elite programmes)
- Should create enabling environments
- Focus on converting the INACTIVE to ACTIVE.
- Should assist to create opportunities for all people to participate.
- Use sport and recreation as a tool to develop communities.
- Municipalities have limited capacity - therefore **partnerships** are essential in service delivery.

# MUNICIPALITIES - USING RECREATION AS A TOOL

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# PARTNERSHIP CONTEXT

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CITY OF CAPE TOWN  
SPORT AND RECREATION DEPARTMENT

# PRIMARY CRITERIA

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Partnerships are aligned to the key Pillars of the Sport & Recreation Department's Programmes Strategy.

- To get communities ACTIVE. (Create Opportunities to participate.)
- Programmes are to be SUSTAINABLE.
- They need to CONNECT the UNCONNECTED. (Create opportunities)
- Develop leadership (Capacity Building)

# ADDITIONAL PARTNERSHIP CRITERIA

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- Should be mutually beneficial - Outcomes must be in line with the strategic objectives of City and vision of the Department of Sport and Recreation.
- Contain sustainable development outcomes
- Be **programmes-based** (not events based)
- Outcomes must result in sustainable active lifestyles
- Must include relevant skills transfer and capacity building
- Must contain measurable and time-bound outcomes
- Will include an evaluation, monitoring and reporting process

# EXAMPLES SR&A PARTNERSHIP CATEGORIES

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- Gender Inequity
- Disability
- Capacity Building/Training
- Train the Trainer and Mentorship
- Specific target groups - Youth, Women, Seniors, Adults, Families
- Facility Management



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# RECREATION HUBS AS A FOCUSSED STRATEGY

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- The Department has 55 Recreation Hubs
- Hubs are recognised by a number of standing criteria - regular recreation programmes being one of the main ones.
- At any given time, there could be two or more relationships with partners at each of the Hubs.
- Criteria for those partnerships with those organisations could their localised area-based operations and the programmes they present.



# PARTNERSHIP MONITORING & EVALUATION

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SPORT AND RECREATION DEPARTMENT

# OBLIGATIONS OF A MUNICIPALITY AS A PARTNER

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The municipality is obliged to follow the prescripts of the Municipal Financial Management Act and any other relevant and applicable legislation or statutes.

The terms and conditions of the partnership needs to cemented in a formal agreement.

# FORMALISING THE PARTNERSHIP

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Making progress possible. Together.

The City agrees on a partnership with the Organisation to promote and develop sport and recreation in communities in the City of Cape Town subject to the terms and conditions as set out herein, subject to the provisions of the Schedule and subject to the standard terms and conditions set out hereunder.

## SCHEDULE A

### 1. The City

- |     |                   |   |
|-----|-------------------|---|
| 1.1 | Full name:        | The City of Cape Town                               |
| 1.2 | Physical Address: | Civic Centre, 12 Hertzog Boulevard, Cape Town, 8000 |
| 1.3 | Postal Address:   |   |
| 1.4 | Telephone:        | 021 400 1139  |
| 1.5 | Telefax:          | 021 418 8221  |

### 2. Organisation

- |     |                      |   |
|-----|----------------------|---|
| 2.1 | Full name:           | X |
| 2.2 | Registration Number: | X |
| 2.3 | Physical Address:    | X |
| 2.4 | Postal Address:      | X |
| 2.5 | Telephone:           | X |
| 2.6 | Telefax:             | X |
| 2.7 | Contact person:      | X |



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# TYPICAL OBLIGATIONS OF PARTNER ORGANISATION

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- Giving full recognition to the role of the Municipality in all marketing, media and branding opportunities generated through the partnership programmes and events.
- To seek and obtain permission/sign off to all press releases, articles, media and publicity generated through the partnership.

# TYPICAL OBLIGATIONS OF PARTNER ORGANISATION

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- To create opportunities for representatives of the Municipality to address participants in e.g. brochures and ceremonies.
- Submit regular reports on the activities of the organisation, in writing, together with verifiable evidence and proof of attendance as agreed between the two parties

# MONITORING AND EVALUATING THE PARTNERSHIP

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**Any organisation's progress and compliancy can regularly be monitored and evaluated through:**

- On-site visits during the validity of agreement
- Verification of non-financial data
- Analysis of audited financial statements and associated data
- Analysis of the sustainability, impact and cost-effectiveness of the services or programmes associated with the partnership

# MONITORING AND EVALUATING THE PARTNERSHIP

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- Analysis and evaluation of all documentation and records supporting statistics and reports as submitted as per agreements
- The partner organisation should grant officials of the Municipality access to all records of the organisation that are relevant to the partnership and agreements at all reasonable times in order to facilitate the proper monitoring and evaluation of the organisation and the partnership.

# MONITORING AND EVALUATING THE PARTNERSHIP

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- A simple, user-friendly, mutually agreed upon M & E model, structured to the nature and key deliverables in any MOU or agreement should be developed and should be included in the MOU or agreement.
- A period and method of review should be institutionalised in any MOU or agreement e.g. Annual, Quarterly



# REPORTING TEMPLATE



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SPORT, RECREATION AND AMENITIES

## PARTNERSHIP REPORT



NAME OF ORGANISATION:			
DESIRED OUTCOMES:			
ACTIVITIES: (i.e. <u>lifeskills</u> , skateboarding, T-ball, board games etc.)			
DAYS: (i.e. Mondays and Tuesdays)			
VENUES/AREAS:	TARGET GROUP: (i.e. Seniors, youth ages, disabled etc.)	NO. OF PARTICIPANTS TO DATE:	NO. OF EPWP



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# CONCLUSION: THE VALUE OF PARTNERSHIPS

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The reality of many municipalities globally is that there are always challenges in terms of enough resources to provide a the recreation services communities need and deserve.

- ☐ Budget constraints
- ☐ Staff shortages
- ☐ Subject matter expertise
- ☐ Overt-time issues (by its very nature the bulk of recreation happens after-hours)
- ☐ Disconnected Communities and target Groups

The “go it alone” approach will simply not work and should be part of history not the future.

# PARTNER IMPACT

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Valhalla Park Family Recreation Centre:

Partner – Indigo Youth Movement – 20 to 25 youth per session



# PARTNER IMPACT

NAME OF ORGANISATION:	Oasis "Reach For Your Dreams"		
DESIRED OUTCOMES:	To Uplift and develop young leaders in the community, so that by the age of 25 they will have developed into responsible and upstanding members of their community.		
ACTIVITIES: (i.e. lifeskills, skateboarding, T-ball, board games etc.)	Life skills sessions Coaching sessions Community Street soccer After school street soccer		
DAYS: (i.e. Mondays and Tuesdays)	Mondays, Tuesdays, Wednesdays, Thursdays, Fridays and some Saturday		
VENUES/AREAS:	TARGET GROUP: (i.e. Seniors, youth ages, disabled etc.)	NO. OF PARTICIPANTS TO DATE:	NO. OF EPWP
Oasis Business Park Lotus River Ottery Parkwood Phumlani Egoli	<ul style="list-style-type: none"> <li>In the community: Youth age 14-35</li> <li>The afterschool Prog: kids age 8-13</li> </ul>	January 2016 – 30 June 2016  <b>211 Participants has been reached</b>	22



# PARTNER IMPACT

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Hout Bay Yacht Club  
150 Youth reached





# Waves for Change



- 5 of these are the EPWP coaches supported by City.
- It shows how they have been upskilled and activated in the community.



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# PARTNERSHIPS



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**Thank You**

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