

Chris Hani District Growth and Development Summit



“Stimulating Local Economies through Shared Growth Initiatives”

“Sikhulisa uqoqosho lwethu sikhwezela amaphulo obambiswano”

“Aansporing van Plaaslike Ekonomie deur Gesamentlike Ontwikkelings inisiatiewe”

Summit Report – Part 1

Synthesis of Pre-Summit Activities and Lessons Learnt

Be joyful when you reach the top

“Cry, clap your hands, shout out loud that you made it; let the wind (because it is always windy up there) purify your mind, cool your hot, weary feet, open your eyes, blow the dust of your heart. What was once only a dream, a distant vision, is now part of your life.

You made it, and that is good.” (Paulo Coelho)

PREAMBLE

Being involved in the Growth and Development Summit is like climbing a mountain. Having reached the top does not mean you have reached your objectives. The way back and further way-forward is as important to finally reach the desired destination. The efforts that have been put into the GDS Summit preparations have to be continuously put in the continuation and implementation of the summit agreement.

A message to other districts to climb the growth and development summit:

“However unique you may think you are, there is always someone who has had the same dream before, and who will have left the signs behind that will make the climb less arduous: the best place to attach a rope, trodden paths, branches broken off to make it easier to pass. It is your climb and it is your responsibility too, but never forgets that other people’s experiences are always helpful.” (Paulo Coelho)

1. HOW IT ALL STARTED

In response to the National Growth and Development Summit (GDS) held in June 2003 and the Eastern Cape Provincial Jobs Summit in February 2006, the Chris Hani District Municipality (CHDM) hosted a District Growth and Development Summit in November 2006.

Initial meetings were held between the CHDM and ECSECC where it was agreed to develop a concept document for the preparation of the CHDM Growth and Development Summit.

The concept document highlighted the major areas of the national and provincial agreements and included the strategic perspective of the Chris Hani District Integrated Development Plan.

Broad objectives of the Chris Hani District Growth and Development Summit

- Mobilise relevant stakeholders around a common growth and development path for the district
- Formulate a district (tailor-made) response to the national GDS and Provincial Job Summit outcomes through a CHDM Growth and Development Strategy and action plans
- Establish a strategic link with key national and provincial interventions e.g. ASGI-SA as well as take a lead for cross-border co-operation in the Province
- Strengthen the economic growth focus of the IDP
- Mainstream and integrate economic growth interventions
- Establish appropriate monitoring and evaluation tool to oversee the growth and development of the district

Following from the concept document a process plan was designed with the aim to guide the preparations of the summit. Responsible organizations, responsibilities, budgets and time frames were highlighted in conjunction with 15 different milestones.

GDS Process plan as included in the concept document

	Key milestone
PRE-SUMMIT	
1	Establishment of a Summit coordinating structure with a political champion (See diagram 1)
2	Identification of summit funding opportunities
Gathering of statistics in order to have common ground for Stakeholder discussions and Mobilization	
3	Preparation and hosting of the summit
4	Stakeholder profiling (Clarification of roles and responsibilities)
5	Analysis of the local youth in CHDM (regarding education and skills level, employment status, entry barriers)
6	Identification of key growth sectors
7	Local Business Enabling Environment Survey (business information, perspective on the operating environment and municipal government and skills needs)
8	Assessment of Local Procurement Policies
9	Human Resource Assessment (Labour market assessment and skills need assessment)

10	Alignment of infrastructure development needs to economic development. EPWP,MIG
11	Identification of growth potential through EPWP (job creation, infrastructure development, etc.)
12	Development of formal partnership agreements with local stakeholders
Alignment of the GDS with other legislated plans	
13	Alignment of NSDP, PGDP, IDP and the GDS (including cross-cutting issues) Various studies have been done and still continue to take place. What is needed now is a structured alignment process/tool
SUMMIT	
14	Signing of the agreements during the summit
POST-SUMMIT	
15	Post –Summit activities Implementation of partnership agreements, action plans, strategies, etc.

The summit coordinating structure (SCS) was spearheaded by the Director of the Integrated Planning and Economic Development Department (IPED) on the administrative side with the political head of IPED, responsible for political mobilization.

CRITICAL SUCCESS FACTORS:

Start-up phase:

- Assistance from ECSECC
- Development of concept document
- Development of process plan aimed at creating the necessary information base for the summit (e.g. business environment, agricultural strategy)



LESSON LEARNT & RECOMMENDATIONS

- The concept document helped conceptualise the GDS and serve as a reference and information document for stakeholders about the GDS
- Stakeholders should assist in the development of the concept document
- Process plan milestones were not achieved in entirety as management failed to monitor the progress of the Section 57's assigned to various tasks.
- Due to the ambitious time frames, some studies and strategies could not be finalized as these failed to take into account delays due to

procurement issues and other factors. It is therefore important to plan for the GDS at least 9-12 months ahead.

- The concept document failed to include an accurate socio-economic profile including key economic drivers and social development needs.

2.1 PREPARING FOR THE SUMMIT

2.1.1 PUTTING THE RIGHT STRUCTURES IN PLACE

Two-sub-committees were formed, one being responsible for the content of the summit and the other one being responsible for logistics. The main steering committee consisting of the IPED director, LED Co-ordinator, DED LED advisor and PIMSS Manager met weekly to co-ordinate the efforts of the two sub-committees. The logistics committee, lead by a Section 57 employee was sub-divided into:

- Catering
- Venue
- Promotional material (inter-linking with the content committee)
- Security

Bi-weekly meetings were held between the two committees and their sub-committees.

Externally, a GDS project steering committee was founded involving:

- Chris Hani District Municipality
- Local Municipalities within CHDM
- DEAT CHDM
- Sector Departments (DHLG & TA, DEAET, ECDA, ECDA)
- Provincial Government (Office of the Premier)
- Organized Business (BKCOB, NAFCOB)
- Organized Labour Unions
- Organized Farmers (Chris Hani Farmers Union, Agri East Cape)
- Organised Civil Society
- Organised Youth Sector (Eastern Cape Youth Commission, Chris Hani District Youth Council)
- Traditional Leadership
- Institutions of Higher Learning (University of Fort Hare, Walter-Sisulu University, Grootfontein Agricultural College)

- Further Education and Training Colleges(Ikhala Public FET College, King Sabatha Dalindyebo FET)
- ECSECC
- Eastern Cape Development Cooperation (ECDC)
- Chris Hani Regional Tourism Organisation (CHARTO)
- Thina Sinako (EU Programme)
- Small Enterprise Development Agency (SEDA)
- RuLiv
- ESKOM
- SAMWU / IMATU

In addition, a standing item on GDS preparations occurred in the District LED Forum, IPED standing committee and council meetings.

2.1.2 DECIDING ON THE DATE AND VENUE OF THE SUMMIT

The summit date was finalized shortly after Council approval of the GDS concept for October. This changed to November to accommodate the attendance of the Minister of Trade and Industry.

2.1.3 STAKEHOLDER IDENTIFICATION

It was essential to start with broad stakeholder identification activity by drawing up a comprehensive contact list of stakeholders

The list was used for:

- Fund raising
- Research phases
- Project Steering Committee meetings
- Bilateral stakeholders engagements
- Confirmation and registration

2.1.4 STAKEHOLDER ENGAGEMENT

The engagement of stakeholders was key to the success of the GDS. Stakeholders were engaged through the LED Forum, the GDS Project Steering Committee and bilateral

stakeholder engagements. Initially, it was decided to draw bilateral agreements¹ with key organizations as listed in the process plan, but after consultations with ECSECC it was decided to focus on the following stakeholders to sign the GDS agreement and become actively involved:

- Provincial Government
- Local Government within CHDM
- Organized Business (Eastern Cape Business Unity)
- Organized Labour Unions
- Organized Farmers (Chris Hani Farmers Union, Agri East Cape)
- Organised Civil Society
- Organised Youth Sector (Eastern Cape Youth Commission, Chris Hani District Youth Council)
- Traditional Leadership
- Institutions of Higher Learning (University of Fort Hare, Walter-Sisulu University, Grootfontein Agricultural College)
- Further Education and Training Colleges(Ikhala Public FET College, King Sabatha Dalindyebo FET)

Preparatory meetings were held with these stakeholders to familiarize them with the GDS concept document and intended outcomes of the summit as well as the socio-economic profile once available.

The private sector was engaged through a joint workshop between the business community and the management of CHDM and Lukhanji municipality.² The NGO Coalition and COSATU, skills and education sector and other stakeholders such as youth and provincial government were only consulted once prior to the final meeting due to time constraints. The Office of the Premier had limited involvement due to not having a designated section or official. A meeting with Traditional Authorities never took place in spite of numerous attempts.

¹ As a post-summit activity, bilateral agreements can be signed with selected stakeholders from above.

² With the support of DED a business enabling environment survey had been undertaken in Queenstown which laid the basis for the “Local Government meets local private sector” Workshop. Results of the workshop were used for the GDS processes. Nevertheless, it needs to be considered that the workshop only targeted the business community of Lukhanji Municipality.

CRITICAL SUCCESS FACTORS:

- Research phase established a common ground for discussion
- Early identification of stakeholders and constant stakeholder engagement with signatories of the agreement



LESSON LEARNT & RECOMMENDATIONS

- Start early with stakeholder engagements (signatories of the agreement)
- Contact the OTP to put pressure on the sector departments participation and ensure political champions pressurize MEC's to participate
- Early communication of the summit date assisted in publicizing the summit

2.1.5 GROWTH AND DEVELOPMENT SUMMIT AGREEMENT

The Chris Hani District GDS Agreement was developed on the basis of the Eastern Cape Provincial Jobz Summit Agreement, key economic drivers and social development needs in the area.

The GDS Agreement was further amended by the identified signatories of the agreement. Provincial sector departments had to specify their financial contributions to the development of the prioritized economic sectors or to social development needs within a certain timeframe. Where time allowed bilateral meetings were held with the signatories to discuss the content of the agreement. Three days before the summit a meetings was held with all signatories of the agreement to reach final consensus.

CRITICAL SUCCESS FACTORS:

- The District Municipality took the initiative of developing the agreement with later assistance from ECSECC.



LESSON LEARNT & RECOMMENDATIONS

- The development of the GDS agreement must be linked to the development of the socio-economic profile and negotiations thereof at an early stage. Agreements can only be specific if the agreement is linked to a sound knowledge of the socio-economic situation in the area.

- The GDS agreement as well as the socio-economic profile needs to be linked to the IDP.
- Once consensus is reached no discussion can be entered into at the summit as it might derail the process

2.1.5 PROGRAMME DEVELOPMENT

A draft of the GDS programme was submitted at an early stage to the internal committees for discussion. This led to an early agreement on the programme lay-out with only minor changes being made nearer the event. The programme started on the 22nd in the afternoon and ended on the 24th at lunch. The main registration, welcoming remarks and informal network function opened the GDS. The majority of the participants arrived on the first day thus allowing the main programme to start on time. The programme director for the second day was the IPED Portfolio Head Mr. Clllr. Koyo and for the third day the Municipal Manger of CHDM.

2.1.5.1 PREPARING FOR PRESENTATIONS AND SPEECHES

The second day of the summit (the main day) began with welcoming remarks, the national framework on LED, the DTI regional industrial strategies, the district overview, presentations and inputs made by the main social partners. Once the programme's content was agreed to, potential speakers were identified and contacted. They were given a briefing on their presentation viz. that the presentation should specifically refer to the Chris Hani District area and the presenter's involvement and developmental objectives for the area. Presenters were asked to confirm their availability two weeks prior to the summit and to send copies of their presentation to the organizers. The majority of the presenters did not respond to the correspondence resulting in follow-up phone calls and lack of documentation for the summit.

Besides presentations made by external stakeholders, a speech had to be prepared for the Executive Mayor of Chris Hani and a presentation on the socio-economic profile of the District.



LESSONS LEARNT & RECOMMENDATIONS

- Arrange for copies of speeches to be inserted into registration files or bags – i.e. pressurize speakers for copies of presentations

- Arrange for photocopy facilities for copies of presentations from presenters who have failed to submit
- Ensure that PowerPoint presentations are legible in all areas of the hall
- Keep speeches and presentations focused and short
- Increase time for commissions
- Increase time for constructive and in-depth debate on District profile
- Ensure MC is properly briefed and keeps presenters to their time allowance
- Allow time for questions and comments

2.1.5.2 PREPARING FOR COMMISSIONS

The afternoon session was dedicated to commissions around the key economic sectors and social development needs. Agreement on the topics of the commission was achieved after several stakeholder meetings with five commissions aligned to the socio-economic profile:

- Agriculture & Forestry
- Tourism
- Manufacturing and construction
- Trade and Services
- Social needs (e.g. education, health and security)

Each commission started with a short presentation of the sector with identified research persons to give short inputs and take part in the discussions. Two facilitators ran each commission, provided by ECSECC, IDT and the private sector. Discussions in the commissions were captured by a scribe. An overall coordinator ensured that the discussions of the commissions were collected and edited for the report back on the last day of the summit.

The commissions strived to achieve the following objectives by answering a set of questions.

Objectives of the commissions:

- ⇒ Get input from relevant stakeholders on the compiled baseline information regarding each sector
- ⇒ Fill in gaps identified in the baseline information
- ⇒ Integrate existing information
- ⇒ Identification of relevant stakeholders / champions

Questions for the commission:

- Which information is missing? Where are gaps in the economic profile?
- Which (other) stakeholders are relevant?
- What should be the development focus for this sector (geographically and investment wise)
- What are the bottlenecks and how to unlock them – identify responsible agencies and departments
- What skills requirements need to be addressed (additionally) and how?
- How and where should investment be attracted?
- What kind of infrastructure is further needed?
- What should be done to ensure (ecological, financial) sustainability?
- Governance
- Ownership & control
- Beneficiation

The commissions added value to the GDS by allowing stakeholders to contribute to the socio-economic profile and the Growth and Development Strategy.

CRITICAL SUCCESS FACTOR:

- Proper preparation of the commissions (trained facilitators and scribes in each commission, organize all facilitation material well in advance)
- One person in charge of setting up all commission facilities.
- One person to ensure the co-ordination and documentation of the commissions
- Briefing of the facilitators to ensure that all commissions had the same objectives
- Sufficient space for the commissions
- Short presentations on the economic sectors to guide discussions



LESSONS LEARNT & RECOMMENDATIONS

- Contact and inform resource persons in advance about their role and responsibility
- Agree upon the lead facilitator amongst the two facilitators
- Agree on how the outcomes of the commissions should be presented and recorded.

3. LOGISTICS

The content of the summit is linked to logistical arrangements for the summit. It is therefore vital that the logistic and content committee regularly exchange information. As soon as the programme had been finalized the logistics committee could start arranging for the venue and catering.

3.1 THE VENUE

Finding an appropriate venue in Queenstown for approximately 250 delegates was difficult. Aspects such as sufficient space for 200 delegates in the plenary, sound of the venue, air-conditioning, break-away rooms and space for commissions, kitchen and toilets, secured parking and security in general had to be considered. After many options, the Apostolic Church in Queenstown was selected. As the venue did not have sufficient rooms for commissions and exhibitions, four additional tents were put up. Three of the tents were used for commissions and one for exhibiting of small businesses and business development services.

CRITICAL SUCCESS FACTOR:

- Choosing the venue well in advance allowed for selecting between different options.
- Pre-arrangements for the venue (ordering of chairs, tables, catering, etc.)



LESSONS LEARNT & RECOMMENDATIONS

- The venue needs to have air-conditioning
- Toilet facilities must be sufficient and clean throughout the summit
- Tents for break-away groups are generally a good idea if the venue does not have sufficient space, but the heat and light affects participation and digital presentations
- Sufficient water needs to be provided and tiredness of the participants be taken into consideration.
- A single person, such as the events manager must be responsible to deal with any logistical issues that occur during the summit
- Venue must be accessible and visible to participants
- Utilisation of outside television and speakers for participants unable to attend main venue in order to prevent overcrowding

3.2 CONFIRMATION AND REGISTRATION

An event manager had been appointed for sending out the invitations as per the invitee list. The recipients were requested to confirm their attendance until the 6th of November. Those who did not confirm were phoned after the 6th of November to ensure that they had received the invitation and would confirm. The events manager spent many hours phoning the targeted people. Shortly before the summit, more than 200 people had confirmed. Name tags were prepared for those who confirmed. People were also requested to indicate which commission they wanted to choose. This assisted in choosing the size of the venue to the size of the commissions in terms of participants. Even though the targeted number of 200 participants confirmed prior to the summit, it happened that many people that had confirmed did not attend and those that did not confirm showed up. This needed a good event management, especially in terms of handing out the 200 conference bags which were reserved for confirmed participants. The conference bags (sponsored by ABSA and FNB) included the conference material (folders, writing pads, pens sponsored by Standard Bank and SANLAM), CHDM informational material, the socio-economic profile compiled by ECSECC and the clothing and condoms.

CRITICAL SUCCESS FACTORS:

- Appointment of an event manager



LESSONS LEARNT & RECOMMENDATIONS

- Registration must remain open for all the days of the summit. Special care must be taken to reserve conference material for confirmed guests particularly for neighbouring District Municipalities and social partners.
- Arrangements must be made for last minute invitations and unconfirmed or uninvited guest arriving on the eve or day of the summit
- Make arrangements for the fact that a third of participants will not confirm
- Registration, tea and finger lunch should ideally occur near the exhibition stalls so as to encourage persons to visit the stall
- If registration occurs the afternoon before a programme of events such as visits around the area, bands playing and drama events can be organized to keep guest entertained

- Evaluation forms needed
- Role and responsibilities of the events manager needs to be clearly defined to limit potential conflict

3.3 CATERING

Caterers in small towns tend not to have experience in catering for large groups. It is therefore essential that tried and known caterers are utilized for the summit and that kitchen facilities are sufficient.



LESSONS LEARNT & RECOMMENDATIONS

- food venues must allow access from many angles in order to prevent congestion
- Food venues to be near exhibitors in order to promote browsing

3.4. GALA DINNER

The gala dinner held on the last evening of the summit was a huge success. Entertainment was provided by a band throughout the evening. The Guest speaker was the Minister of Trade and Industry (Mr. Mandisi Mphahlwa). All the sponsors were given a chance to make speeches to present their companies and programmes.



LESSONS LEARNT & RECOMMENDATIONS

- Keep speeches to a minimum
- Ensure that guest speakers arrive on time and that food is served within an hour of the guests arriving.

3.5 PROMOTION OF THE SUMMIT

The summit was promoted through:

- Radio talk shows
- Newspaper advertisements
- Clothing for participants (Golf Shirts, Vests, caps)
- Street banners
- Stand-up banners
- Posters

- Video

CRITICAL SUCCESS FACTOR:

- Having one person being responsible for all promotional material (communication unit)
- Close cooperation between communication and LED unit (e.g. for putting up the theme on the material)
- An integrated approach to promotion
- Utilising the video to promote the District and provide a visual snapshot and generate interest in the GDS



LESSONS LEARNT & RECOMMENDATION

- Allocate at least three months for the production of a video, if wanted
- Involve your local private sector in the promotion of the area and in the sponsorship requests

3.6 FUNDING & FUND RAISING

The GDS was mainly funded through the Chris Hani Council budget which set aside R 1.2 million for the summit. In addition, funding was provided by DEAET for undertaking the Business Enabling Environment Survey as well as by DoA for undertaking the agricultural development strategy. The German Development Service co-funded the production of a marketing video.

In May 2006 approximately 150 letters were written to national and provincial government and to big companies with Corporate Social Responsibility departments and local banks and insurance companies informing them about the objectives of the summit and asking for financial assistance for undertaking some of the studies (as per the milestones). Answers were received from ABSA, Standard Bank, FNB and Sanlam providing sponsoring for conference material. Amatola Water and Twizza sponsored all the water and drinks for the summit.

CRITICAL SUCCESS FACTOR:

- Requesting sector departments to assist with undertaking research has been successful, as there are always untapped financial resources

- Sending out more than 150 letters requesting for funding paid for the conference material.



LESSONS LEARNT & RECOMMENDATIONS

- Acquiring sponsorship would have been more successful, if a plan on items and their budgets would have been in existence at the time of issuing the letters. That would have made it easier for companies to decide upon items to be funded and on the amounts required. Requests for sponsorship need to be very specific.
- Sponsors must be promoted and thanked during the summit.