

**CONFIDENTIAL****MEMORANDUM ON THE CBM DEVELOPMENT FORUM FOCUS****OUTLINE:**

- PART 1: NATIONAL DEVELOPMENT FORUM PROPOSAL AS APPROVED AT 14 AUGUST 1990 MEETING**
- PART 2: LESSONS FROM AND REPORTBACK ON THE CONSULTATION PROCESS SINCE 14 AUGUST 1990 NCG MEETING**
- PART 3: PROPOSAL ON THE PROCESS TO ESTABLISH THE NATIONAL DEVELOPMENT FORUM**

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**PART 1: NATIONAL DEVELOPMENT FORUM PROPOSAL AS APPROVED AT 14 AUGUST 1990 MEETING**

1. By way of background and motivation the CBM constituents are directly concerned from the business point of view to (in this sensitive period of transition) contribute towards alleviating the socio-economic decay which our analysis leads us to believe coexists and feeds the escalating violence in South Africa. The CBM national consultation process has highlighted homelessness, education, health, unemployment and rural development as critical developmental factors to be addressed. CBM is prepared to offer its consultative network to this end.
2. Four distinct power interests can be identified operating in the development field:
  - 2.1 Government - with its legislative and resource capacity.
  - 2.2 Private sector - with its funding capacity and operational social responsibility programmes.
  - 2.3 Community and extra-parliamentary political organisations - with its legitimacy and mobilising capacity.
  - 2.4 Development agencies (Urban Foundation, Development Bank, SAHT, Planact etc) with their expertise and resource base and Funding agencies (IDT, Kagiso, International and other)



3. No multilateral national forum exists where the above four groups can meet to share ideas or cohere strategies. Duplication of effort and resistances which can be ill afforded are an inevitable result of competing power interests who have little contact with one another.
4. CBM proposes that its consultative network be used to convene *through* the consultation process a **NATIONAL DEVELOPMENT FORUM** consisting of 15 - 20 of the key individuals representing the four power interests identified above. The *objective* of such a forum would be to act as a *policy filter* to contribute towards the development of:
  - 4.1 An *appropriate development philosophy* (whilst recognising the existing pluralistic approaches and differences.)
  - 4.2 A consensus framework of *development priorities*.
  - 4.3 An identification of the *obstacles* to effective development.
  - 4.4 An understanding of what the best *use* and *accessing of resources* entails.
5. The above forum's deliberations would not be binding on any of the parties. Once set up it would have its own autonomy (and elect its own chairman). The spirit of the discussions, however, would aim to streamline the process of development and maximise output on effort and resource input through seeking consensus while recognising differences.
6. The *process* leading to the establishment of the **NATIONAL DEVELOPMENT FORUM** would involve consulting with all four major interest groups leading to a closed workshop in the first quarter of 1991 at which the FORUM would be mandated and begin its work. CBM would drive this process.
7. We believe that given the realisation of the urgent need of such a forum by the parties, a disciplined process will lead to a pragmatic problem solving approach, and avert a dogmatic and ideologic stance by the parties.

## **PART 2: LESSONS FROM AND REPORTBACK ON THE CONSULTATION PROCESS**

### **1. THE CONSULTATION PROCESS**

The following individuals and representatives have been consulted on the Development Forum proposal. This has entailed informing them of the proposal, seeking critical feedback on the feasibility/desirability of the process and/or illiciting their preparedness to participate in the process.



### 1.1 Government and associated Parastatals

Tertius Delpont (twice)  
The Joop de Loor Committee commissioned by  
Wim de Villiers  
Roelf Meyer  
Professor L de Clerq (Project Natalia)  
Alex Heyns (Agriculture Superintendent General)  
Dawie de Villiers  
- Dr Simon Brand (Development Bank of SA)

### 1.2 Black Community/Extra Parliamentary Organisations

COSATU - Lisa Seftel  
AZAPO - delegation to CBM/AZAPO weekend  
NACTU - delegation to NACTU/CBM meeting  
INKATHA - Frank Mdlalose  
NECC - Eric Molobi  
UDF - Titus Mofolo  
Civic Association of Southern Transvaal  
(CAST) - Moses Moyekiso  
Soweto Civic Association - Kehla Shubane  
SACP - Essop Pahad  
ANC - Gugile Nkwinti (Eastern Cape) )  
- Mike Xego (Eastern Cape) )  
- Bulelani Ngcuka (Western Cape) )Concen--  
Graham Bloch (Western Cape) )trating  
- Willie Hofmeyr (Western Cape) )on the  
- Full ANC/COSATU Joint Working )Regional  
Committee in Natal )Develop-  
- Alec Erwin (Natal) )ment  
- Jay Naidoo (Natal) )Processes  
- Diliza Mji (Natal) )  
- Mohammed Valli (ANC Secretariat)  
- Thabo Mbeki (ANC NEC)  
- Gerry Coovadia (also IDT Trustee)  
- Shahied Rajie (Head ANC Projects and  
convener ANC Development Conference)  
- Bongani More (ANC Projects)  
- Patrick Fitzgerald (ANC Public  
Administration Department)

### 1.3 Private sector

Jan Steyn (IDT) (twice)  
Bob Tucker (IDT)  
Sam van Coller (Urban Foundation)  
CBM members

*Key actors in  
Private Sector.*

Corporate Social Responsibility Managers including:

- \* Caroline Tindal (JCI)
- \* Kobus Visagie (Gencor)
- \* Alan Miller (FNB)
- \* Rickie Buwalda (Standard Bank)
- \* Hylton Appelbaum (Liberty Life)

### 1.4 Other Non Government Organisations (NGO's)



PLANACT	- Roland Hunter
	- Andrew Boraine
SBDC	- Dr Ben Vosloo
RURAL FOUNDATION	- Ockie Bosman
KAGISO TRUST	- Achmad Dangor
	- Yunus Mohammed
URBAN FOUNDATION	- Full staff meeting

#### 1.5 Consultants

Dr O Dhlomo  
 Dr F van Zyl Slabbert  
 Professor L Schlemmer  
 Dr R Lee  
 Professor J P de Lange

#### 1.6 Note 1: Additional meetings have been set up for before end 1990 with:

Dr M Spies - KwaZulu Finance Corporation  
 B Stewart - KwaZulu Training Trust  
 Presentation to Executive of Independent Development Trust  
 Dr R Venter  
 Cliff McMillan - PRISEC  
 Chief Minister Buthelezi

#### Note 2:

Many Regional Government officials, community leaders and other regional development actors have been consulted on the principle of the Forum.

#### Note 3:

Colin Coleman attended the ANC National Development Conference and other Development Conferences for CBM.

## 2. LESSONS FROM THE CONSULTATION PROCESS

### 2.1 Consultations with Government Officials:

Government officials indicated firm support for the Development Forum proposal. While local, regional and national options for development are being examined, the Government's difficulty is their lack of credibility and inability to network with community groups.

Large amounts of money are available for development, but (for example, Tertius Delpont's initiatives in Natal) the consultative mechanisms do not exist for them to engage in dialogue with communities affected



by development initiatives. While present state institutions carry with them the Apartheid legacy, they accept that for successful socio-economic developmental programs to occur, all stakeholders (communities in particular) need to be involved in all stages of the process of Development. It was explained that extreme wastage of resources has resulted from misdirected goals in the past.

The one area of concern (expressed in the Joop de Loor consultation) is that the Forum should not become a negotiating process. They were satisfied though, that the Forum would have no constitutional decision-making powers. Thus the Forum is seen as a valuable contribution to alleviating the development crisis of:

- \* legitimacy
- \* provision - both quantity and quality
- \* consultation to establish an appropriate philosophy

## **2.2 Consultations with Private Sector:**

Again, the feedback has been positive. Concerns have been raised regarding the profile of the April workshop and whether other actors would be ready to present well thought through strategies. It was explained that the workshop would be low profile and closed and that other actors were cohering their strategies due to other pressures on them.

The private sector is discussing the best way for it to cohere strategies. While many initiatives are making good headway (eg IDT) there is a great need felt for multilateral discussion on development of the kind that CBM is proposing.

The Corporate Social Responsibility sectors are also examining ways of cooperating and engaging in consultation.

Close contact with Sam van Coller, Jan Steyn and Bob Tucker has been maintained throughout.

## **2.3 Consultations with Community Groups**

There is a strong momentum developing among extra parliamentary groups (especially Civic Organisations and in the ANC) to paying attention to development questions.

There is no question that the Development debate is seen as being central to the ability of organisations to sustain their support bases. Equally, a strong debate is occurring regarding the need for development



provision to be independent of party political interests in the overall national interest.

In addition an observation can be made that the direction of the **economic debate** will be dramatically impacted on by the success of a partnership geared towards development. Greater co-ordination and strategic thinking on development is occurring. The ANC Conference on Development is a case in point, with a major decision being the creation of a National Development Unit of the ANC. It was clear from consultation with the ANC in particular that their supportive approach to the CBM proposal is guided by an **inclusive** theory of development. Strong statements were made supporting the need for **development partnerships** between state, business and all actors to mobilise resources for the benefit of all.

It is our view that with groups like CAST, ANC, COSATU, Inkatha and others developing their own thinking and structures the critical mass of leadership exists to secure the success of the Forum.

The review of the sanctions debate by the ANC at their December Conference also opens the question of how and on what terms aid will re-enter South Africa in the future.

In conclusion, widespread support existed on the development proposal. The timing of the April workshop has been discussed with these groups. They are satisfied they will to have their views coherently in place by this time.

#### 2.4. Consultations with NGO's

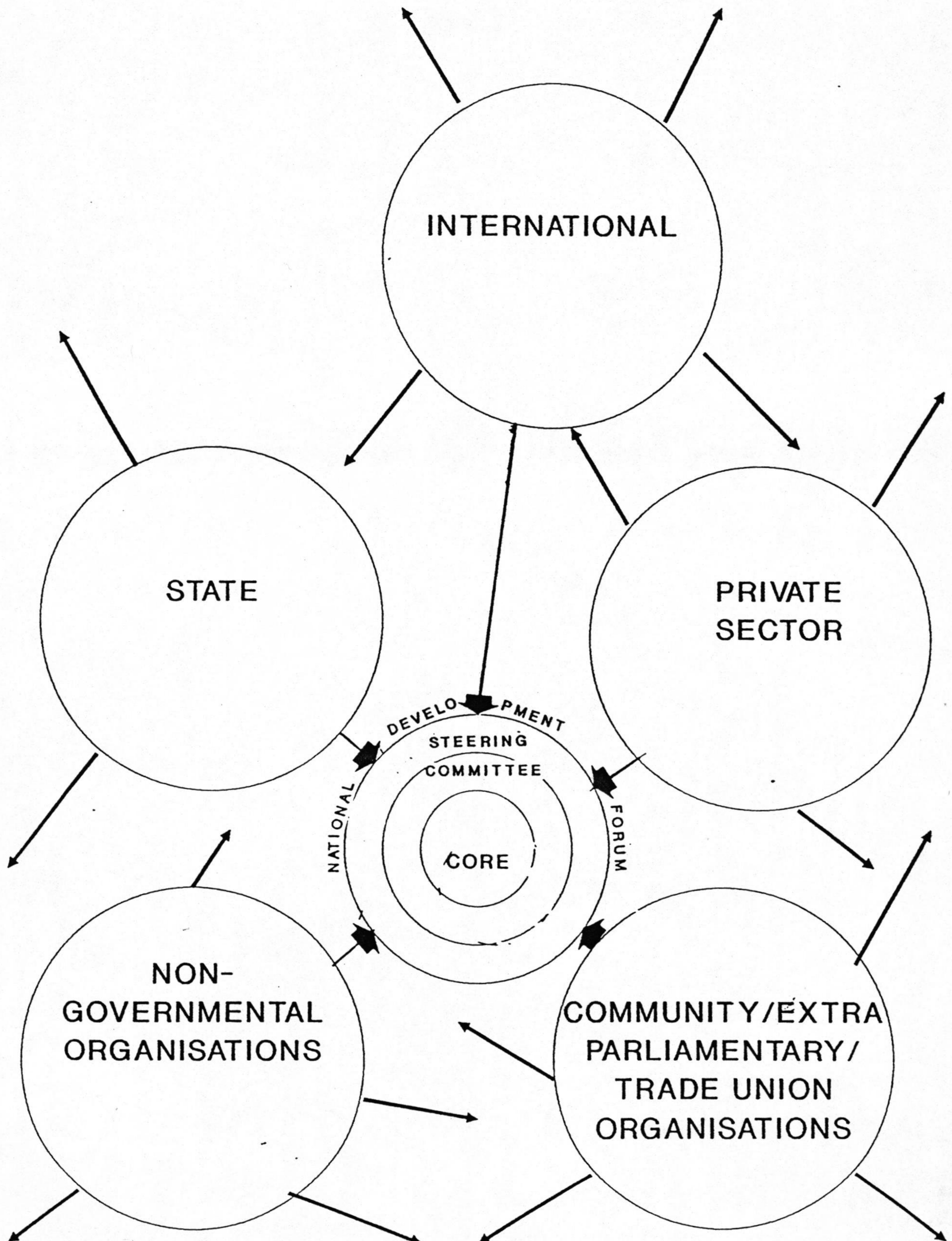
While competition between NGO's is rampant, NGO's seen united by some of the following needs:

- \* greater dialogue between development actors through meaningful consultation is viewed as a priority need
- \* development strategy needs to be 'sold' to the implementors (state)
- \* financial resource availability needs to be grown and appropriate use made of them
- \* legislation needs to be made appropriate to the needs (Group Areas etc)
- \* development skills need to be grown and institutions created
- \* a re-orientation of development philosophies is needed. We cannot continue in the old way.



## 2.5 Conclusions

It is clearly felt by all actors that the CBM proposal is a worthy one, both in their own self-interest and in the national interest. The creation of a broadly accepted development philosophy and strategy prepared in partnership with actors would be an invaluable contribution to the future of South Africa's political economy.





# PROCESS TO ESTABLISH THE NATIONAL DEVELOPMENT FORUM

## TIME FRAME

## OUTPUT

## TASKS

NOV.'90

CBM CONVENES

JAN'91 -  
APRIL'91

CORE (4 MEETS)

1.  
2.  
3.  
4.  
5.  
6.

- \* PLAN  
CONFERENCE  
PROCESS:
  - AGENDA
  - PARTICIPANTS
- '91 MEETS ONCE MONTHLY

INTERIM NATIONAL  
DEVELOPMENT FORUM  
STEERING COMMITTEE

MEETINGS CALLED BY  
CORE FOR BEG FEBRUARY  
& END MARCH

### TASKS:

MEETS  
BEG. FEB'91  
& MARCH'91

- \* PRESENT/REFINE  
PROPOSAL ON
  - FORUM
  - WORKSHOP AGENDA  
+ PARTICIPANTS
- \* DISCUSS PROCESS  
FOLLOWING FROM  
WORKSHOP
- \* DISCUSS WORKINGS  
OF FORUM

APRIL'91

DEVELOPMENT FORUM  
CLOSED TWO-DAY  
WORKSHOP

- \* M. HOFMEYR (WORKSHOP CHAIRMAN)
- \* 60-70 PARTICIPANTS DRAWN  
FROM ALL ACTORS IN  
DEVELOPMENT

- \* DISCUSSES ACTORS VIEWS  
ON:
  - DEVELOPMENT PHILOSOPHII
  - EMERGENT DEVELOPMENT  
PRIORITIES
  - OBSTACLES
  - RESOURCES REQUIRED
- \* WORKSHOP GIVES GO AHEAD  
TO FORUM
- \* PROPOSES CHAIRMAN

MAY'91  
ONWARDS

NATIONAL DEVELOPMENT  
FORUM

- \* PARTICIPANTS LIKELY TO  
REFLECT COMPOSITION OF  
INTERIM STEERING COMMITTEE

FORUM CONVENED  
FROM MAY'90

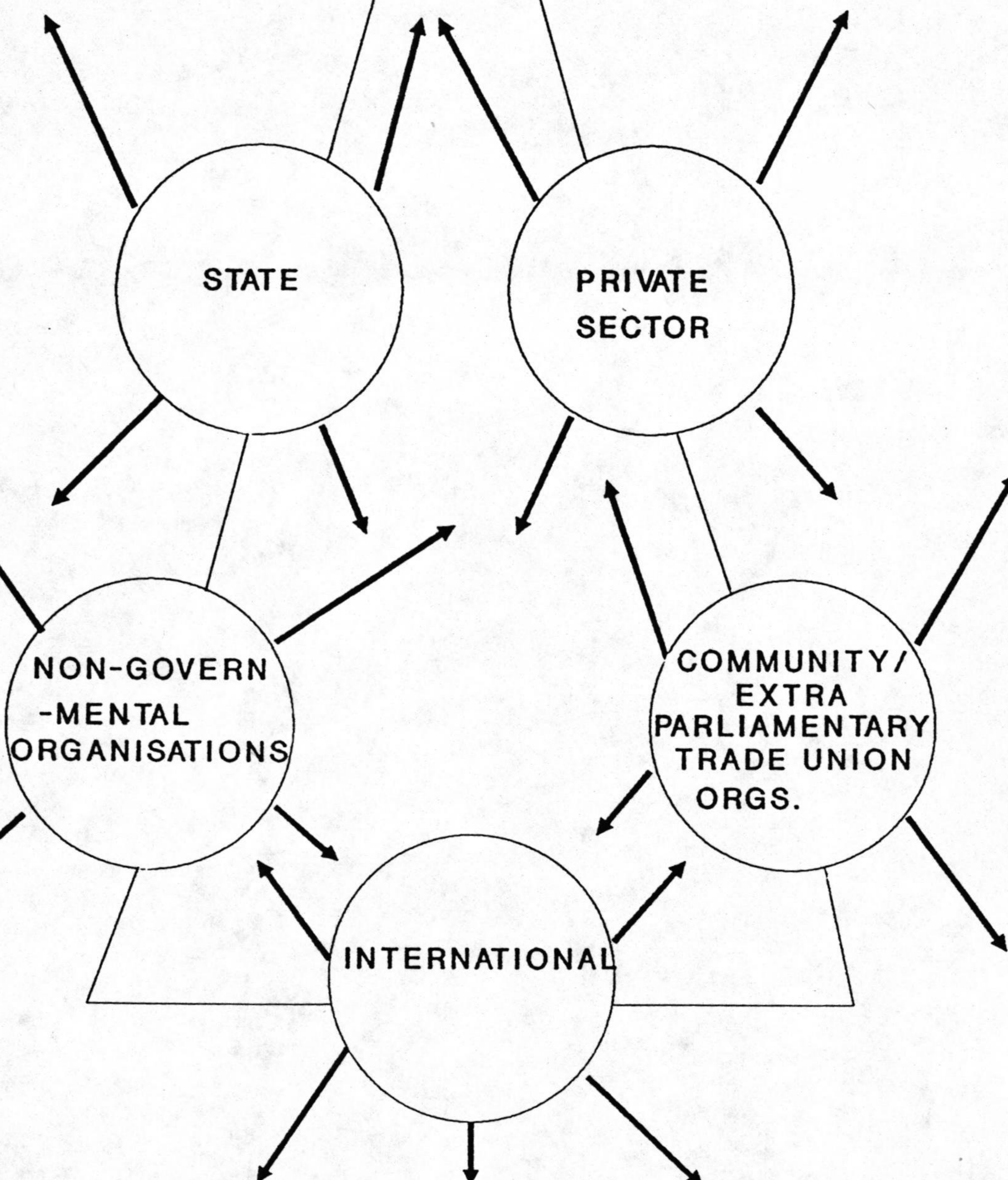
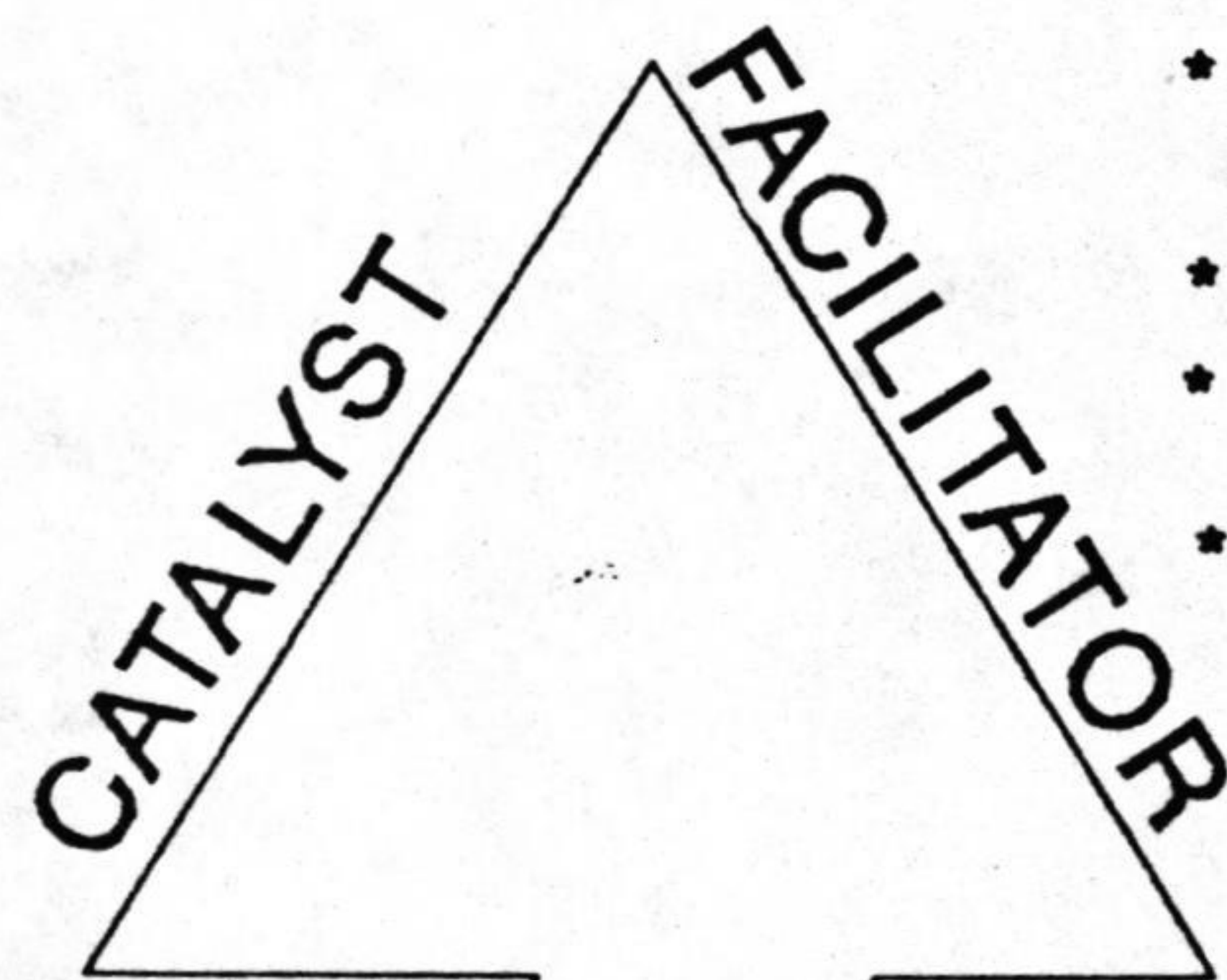
- \* CBM PLAYS A  
SUPPORTIVE CONVENING  
ROLE IF REQUESTED



# NATIONAL DEVELOPMENT FORUM

POLICY FILTER ON:

- APPROPRIATE DEVELOPMENT PHILOSOPHY
- DEVELOPMENT PRIORITIES
- OBSTACLES TO DEVELOPMENT
- APPROPRIATE USE OF AND ACCESSING RESOURCES



DBSA

(IDT)