



Presentation to Inclusive Economies Workshop
Rockefeller Bellagio Centre
13 March 2018

Understand, measure, promote (+share):
The practice of partnering for systems change

Andrew Boraine, CEO, Western Cape Economic Development Partnership (EDP),
andrewboraine@icon.co.za, tel: +27 21 832 0200, mobile: +27 83 6284182

Understanding, Measuring and Promoting

“It is not enough for people to come together in dialogue in order to gain knowledge of their social reality. They must act together upon their environment in order critically to reflect upon their reality and so transform it through further action and critical reflection.” - Paulo Freire



For system performance and system change,
pay close attention to the 'how' and the 'who',
and not just the 'what'



A brief history of partnerships in Cape Town and the Western Cape



Western Cape Economic
Development Partnership
2012

Hout Bay Partnership
2014

Greater Tygerberg Partnership
2012

Khayelitsha Community Trust
2003

Philippi Economic Development
Initiative, 1999

Central City Improvement District
2000

Cape Town Partnership
1999 - 2017

South Cape Economic Partnership 2015

Saldanha Bay Partnering Initiatives 2016

Metro Central Partnership (Blues Downs
Integration Zone) 2017

Examples of other partnerships

- Cape Higher Education Consortium 1993
- The Craft and Design Institute 2001
- Accelerate Cape Town 2006
- The Health Foundation Western Cape 2011
- Western Cape on Wellness 2015
- Cape Digital Foundation 2016

41 City Improvement Districts
2017



Partnerships (noun)

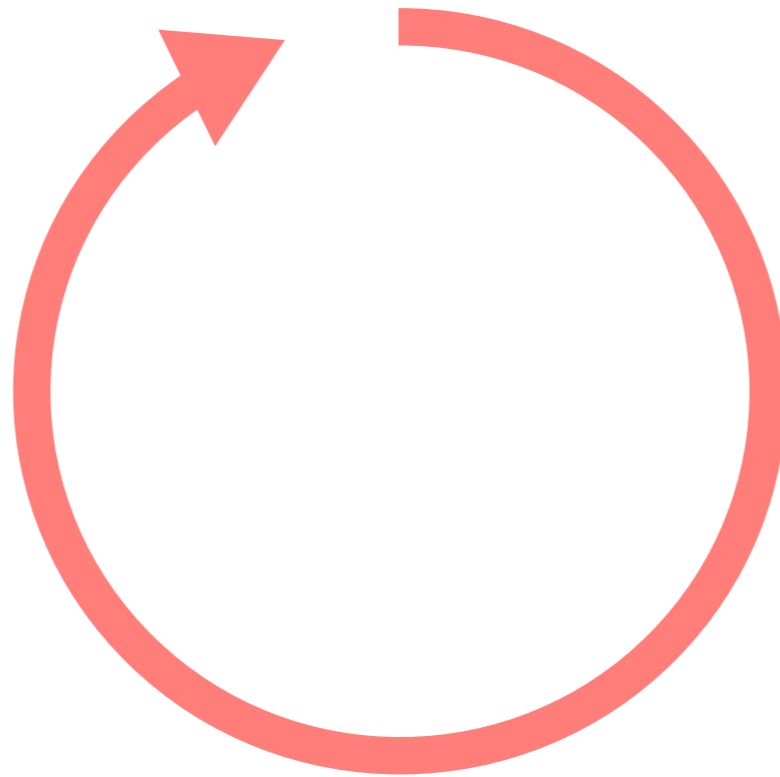
Partnering (verb)



Shared
vision

Mutual
accountability

Common
agenda



Joint
action



Our theory and practice of change



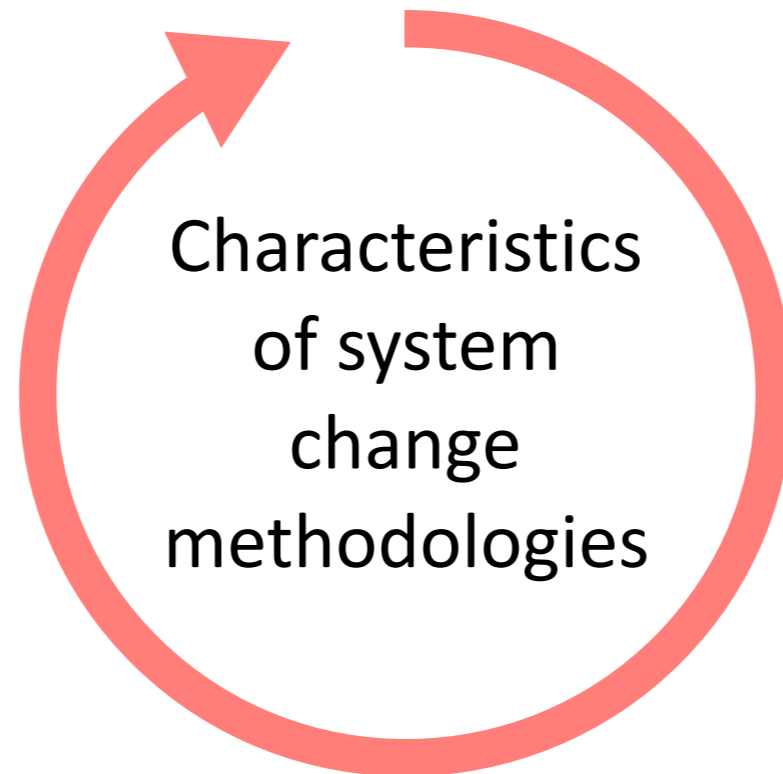
Adaptive cycle framework	Behavioral Insights	Collective impact	Cross sector partnering
Design thinking	Framework for strategic sustainable development	Human systems dynamics	Relationship systems intelligence
Resilient cities framework	Social innovation labs	Sustainability transitions	Theory-U

System change methodologies, adapted for local practice



Systemic frameworks
and processes to
diagnose the system,
and to start a process of
change

Individual and
organisational learning
processes to
continuously adapt and
improve



Leadership and
organisational culture
processes to create the
capability and capacity
for change

An emphasis on
collaboration and
partnering for collective
impact

OLD/CURRENT BEHAVIOR

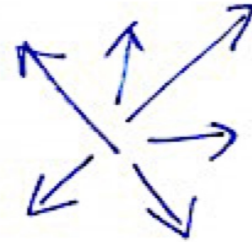
NEW BEHAVIOR

DISORDER + CONFUSION



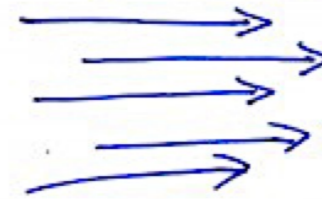
- Competing & overlapping mandates
- Rivalry and sabotage
- Non-collaborative attitudes and behaviours
- Negative impact

ISOLATION



- Individual pockets of excellence, but most activities isolated and separate
- Little communication
- “Everyone for everything”
- Minimal impact

ALIGNMENT



- Shared ideas and goals
- Lots of coordination, but most activities are still parallel, not shared
- Improved impact

COLLECTIVE IMPACT



- Shared vision, common agenda, joint activities
- Partnering agreements in place
- Shared data, measurement, communications
- Collective impact

Role of the Western Cape Economic Development Partnership (EDP)

Intervening in space at different scales. Focus on working particularly with municipalities around precinct-level planning, implementation and management, and creating synergy between 'top-down' authorising and 'bottom-up' mobilising environments

1

Area-based partnering solutions

Partnering and systems change practice

- Conduct systems and stakeholder analysis
- Convene and manage partnering processes
- Design partnering strategies and structures
- Advise on partnering processes
- Facilitate dialogue and organise joint action
- Develop collaborative leadership
- Engage with networks of change agents

2

Issue-based partnering solutions

Intervening in complex systems, e.g. water, sanitation, waste, energy, biodiversity, food security, economic sectors and value chains, localisation of benefit, unemployment, community safety, transport, housing, built environment, social development and homelessness

3

Knowledge-management and learning

Amplifying and sustaining impact through knowledge-sharing and learning programmes

Epistemic communities: roots, relationships, reason?



Top down authorising environment

- Efficiency-seeking
- Mandate-meeting
- Compliance driven
- Institutionally and politically determined

Bottom up mobilising environment

- Active citizen initiatives, but often in conflict with public authorities
- Multiple, diverse but often relatively small-scale and low impact
- Spaces for experimentation and innovation

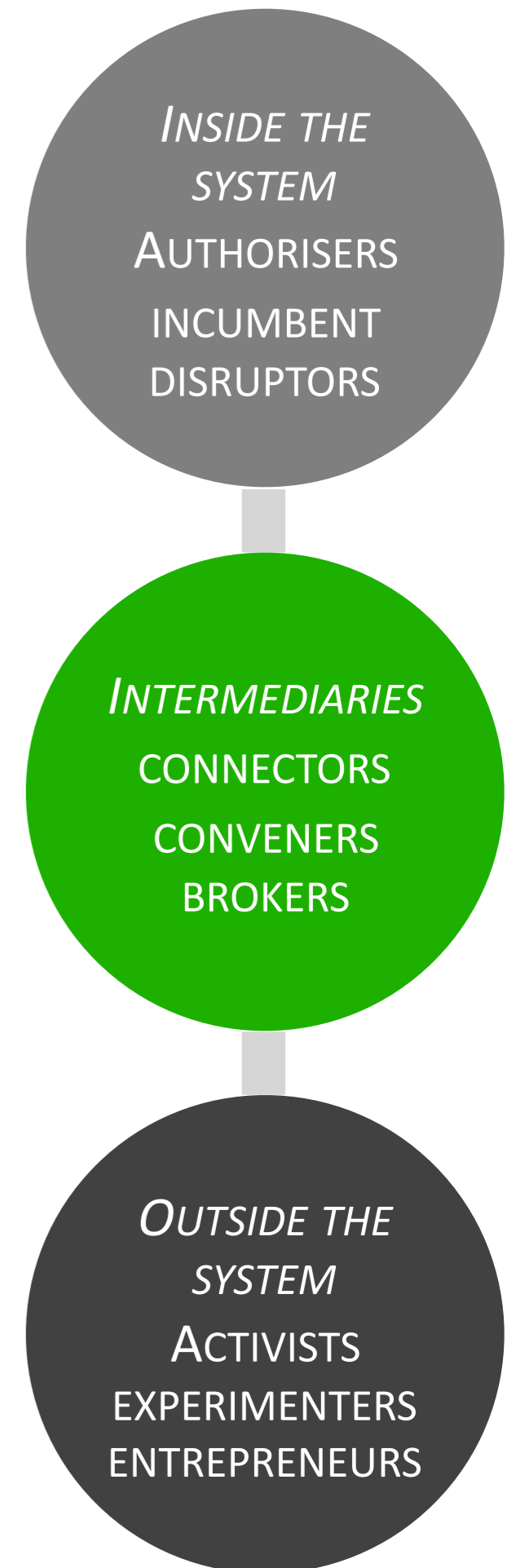
Actions to create enabling environment

- From complex rules to simple protocols
- From fixed end-states to starter conditions
- From command and control to enabling behaviours

Role of intermediaries and partnerships

Actions to improve and sustain impact

- Connect multiple small-scale initiatives
- Influence the authorising environment
- Learning from experiments



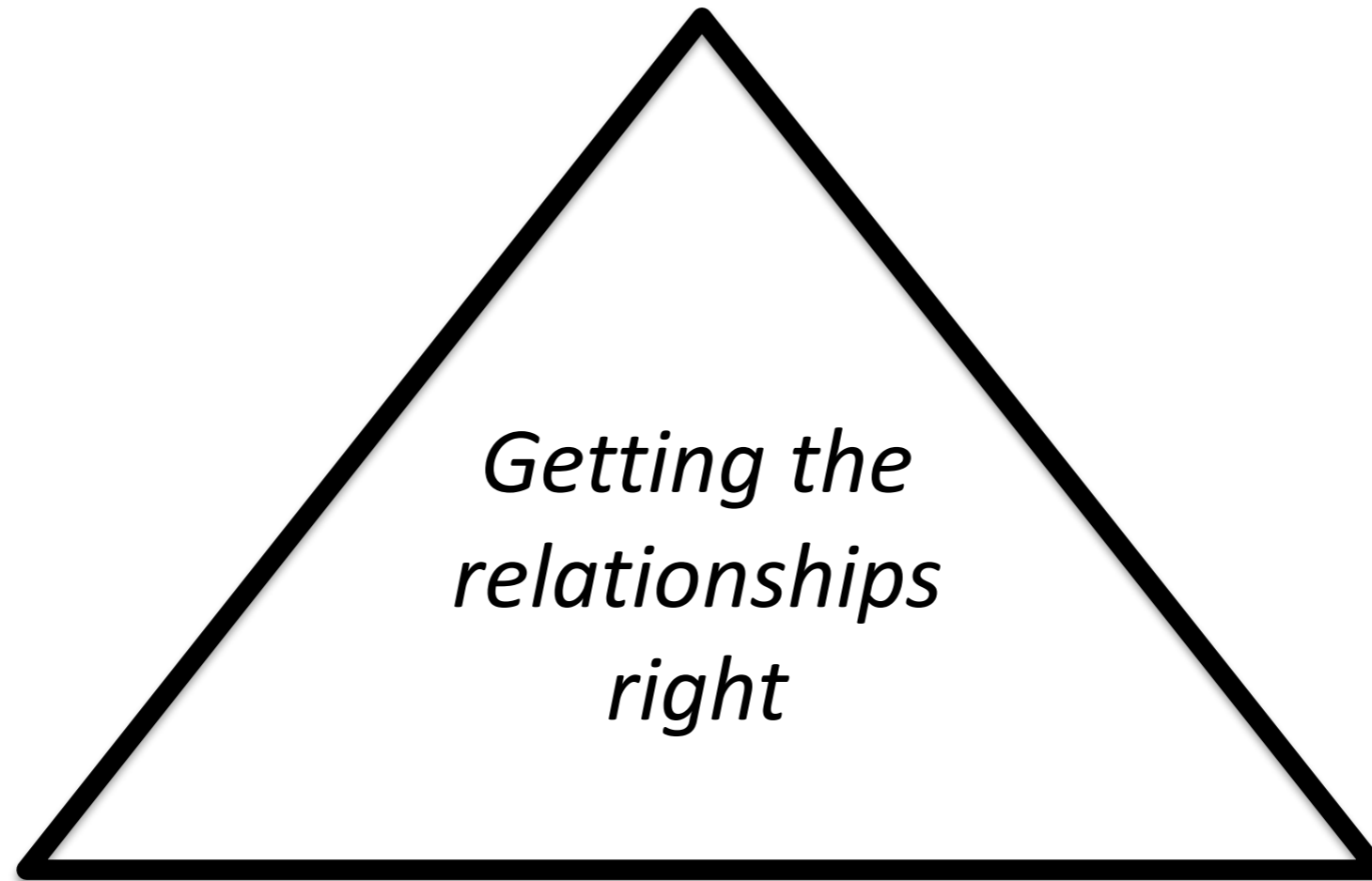
Partnering and partnerships: some lessons from the past 20 years



Partnering begins at home



Citizens

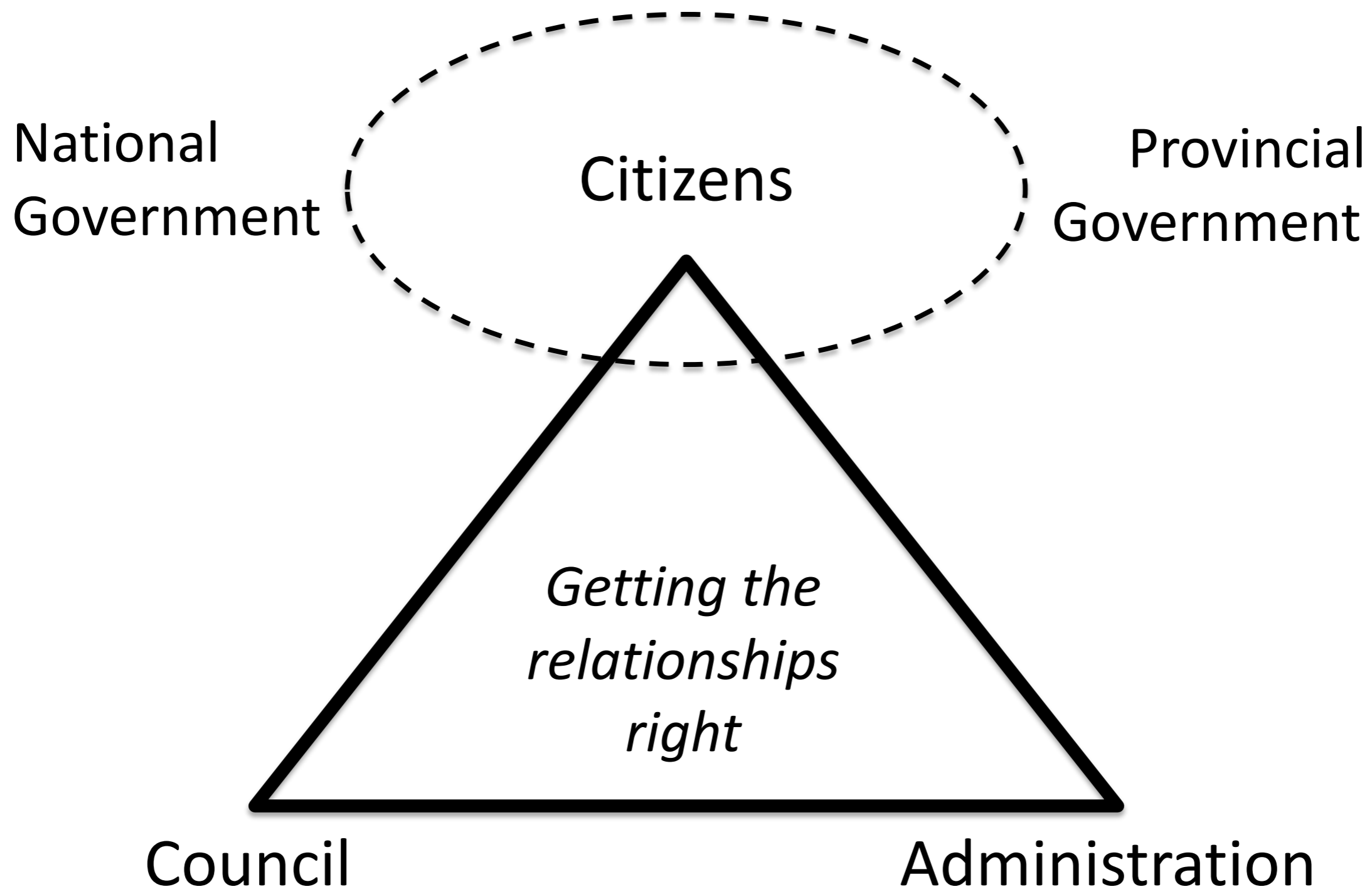


Council

Administration

A municipality is a set of relationships





A citizen-centric approach requires a common commitment to partnering



1. Transversal

*Cooperation between silos
within our organisations*

2. Inter-governmental

*Cooperation between
spheres of government*

3. Cross-boundary

*Cooperation across political,
administrative and service
delivery boundaries*

4. Cross-sector

*Cooperation between public,
private, civil society and
research sectors*

Manage	Influence
Mandates	Firms, investors, markets
Services	Visitors
Assets	Citizen behaviour and choice
Infrastructure	Other spheres of government
Resources	Social media
Budgets	Public opinion and perceptions
Staff	etc

You need to manage what you control **and** you have to influence the things that are outside your control



How best to influence...

- Cannot instruct or command influence. Need a collaborative leadership style and collaborative attitudes and behaviours
- Sustained influence is best done through networks, coalitions and partnerships, not just top-down 'stakeholder engagement'
- We need additional tools and skills to do this



Measuring impact of partnering and collaboration



Measuring collective impact

1. Shared goals and objectives
2. Joint activities
3. Blended resources
4. Joint communications
5. Mutually agreed governance structures
6. Shared technologies and systems
7. Collaborative leadership and culture



Measuring collective impact

1. Shared goals and objectives
2. Joint activities
3. Blended resources
4. Joint communications
5. Mutually agreed governance structures
6. Shared technologies and systems (e.g. shared data systems and shared monitoring and evaluation systems)
7. Collaborative leadership and culture



Collaborative leadership and organisational culture

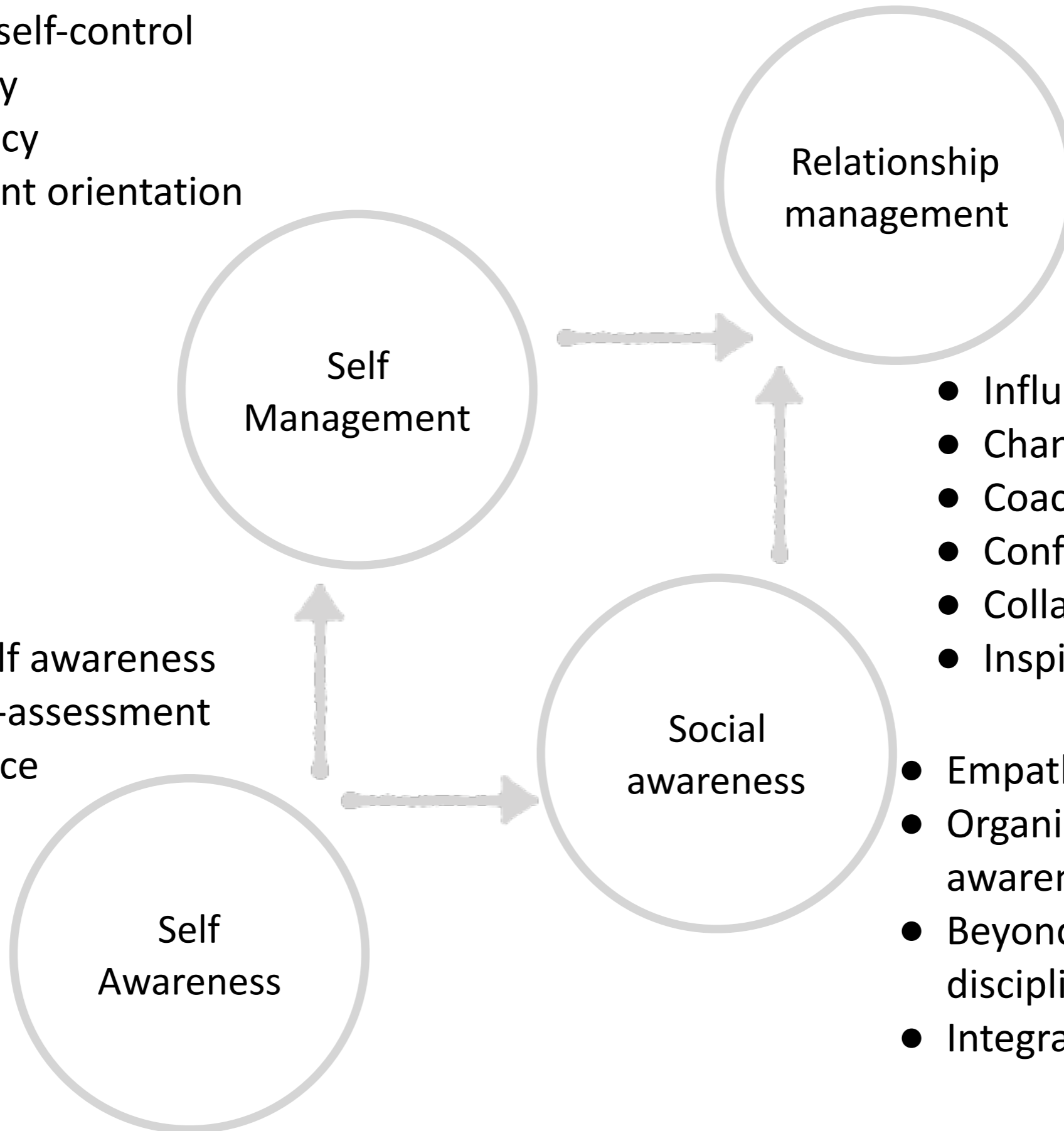


“Emotional intelligence is twice as important as intellect and technical skills combined”



- Emotional self-control
- Adaptability
- Transparency
- Achievement orientation
- Optimism

- Emotional self awareness
- Accurate self-assessment
- Self-confidence



- Influence
- Change catalyst
- Coach and mentor
- Conflict management
- Collaboration
- Inspirational leadership

- Empathy
- Organisational awareness
- Beyond separate disciplines and silos
- Integrative

