



ECONOMIC  
DEVELOPMENT  
PARTNERSHIP

# Partnering for impact

Overcoming complexities of multi-stakeholder action

Anna Du Plessis ([anna@wcedp.co.za](mailto:anna@wcedp.co.za))

Simon Sizwe Mayson ([simon@wcedp.co.za](mailto:simon@wcedp.co.za))

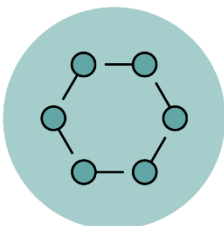
05 November 2024

# EDP



## Reach

Based in Cape Town with nationally-relevant projects through partnerships



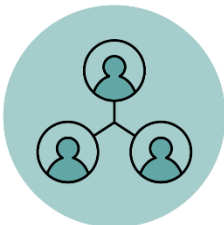
## Networks & partnerships

Local & national networks that contribute to systems change by solving local problems



## Track record

Est 2012 as public-benefit collaborative intermediary organisation working with government, business, civil society & academia for system change



## Governance & funding

NPO funded by government & various development funders



## Team

Cross-sector professionals, a network of associates & experts with substantial capacity

# Our change pathway to inclusive and sustainable economic growth

## Why?

This enables better and shared understanding of complex problems involving various stakeholders who need to work together to solve these challenges

**The EDP helps stakeholders solve complex problems together**

## How?

1. Define common purpose
2. Design and test models
3. Learn, adapt and embed
4. System centred planning
5. Localised and inclusive solutions

**Working with partners in government, business, civil society and academia**

We connect the authorising (top down) with the mobilising (bottom up) environments

**Improving adaptive and collaborative governance capabilities**

1. Collective sensemaking
2. Integrated planning
3. Collaborative implementation
4. Mutual accountability
5. Experimentation and Innovation
6. Adaptive leadership
7. Institutional Transformation

**Supporting improved systems performance**

- Water Resilience
- Infrastructure & Mobility
- Safety
- Energy & Climate
- Local Economic Development



## Local Economic Development

### Aim

Thriving, inclusive economy & job creation



## Energy & Climate

### Aim

Diversified & decentralised energy supply system within the context of South Africa's climate crisis & a 'just energy' transition



## Safety

### Aim

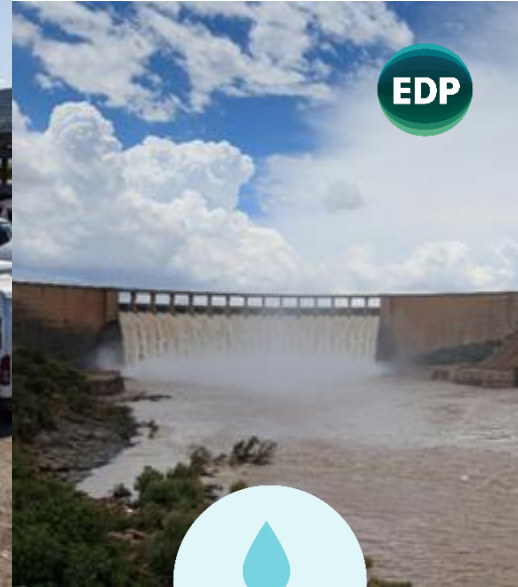
Coordinated response to the increasing crime and violence that considers underlying causes



## Infrastructure & mobility

### Aim

Integrated strategy for improved infrastructure delivery coordination that avoids silos



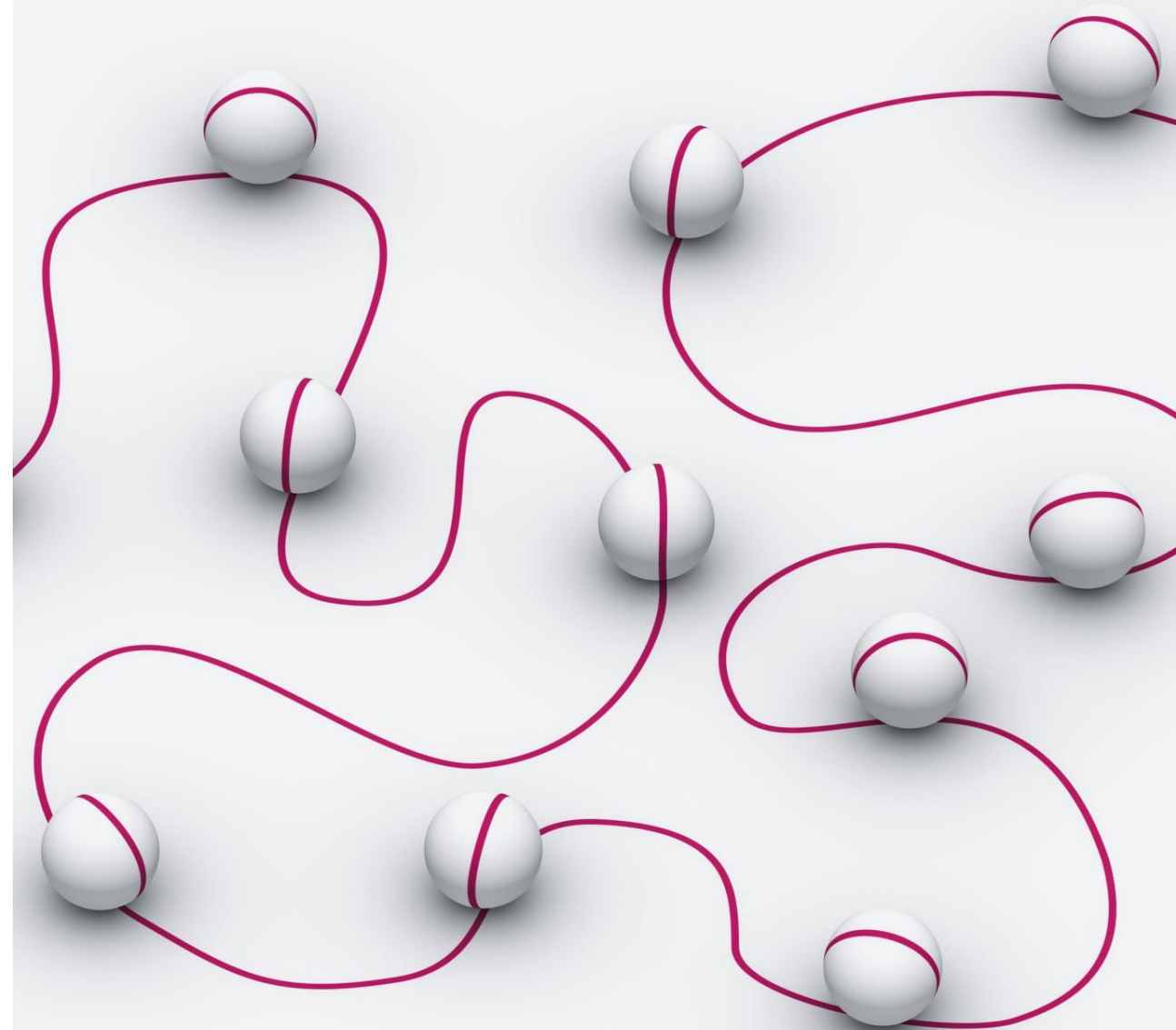
## Water Resilience

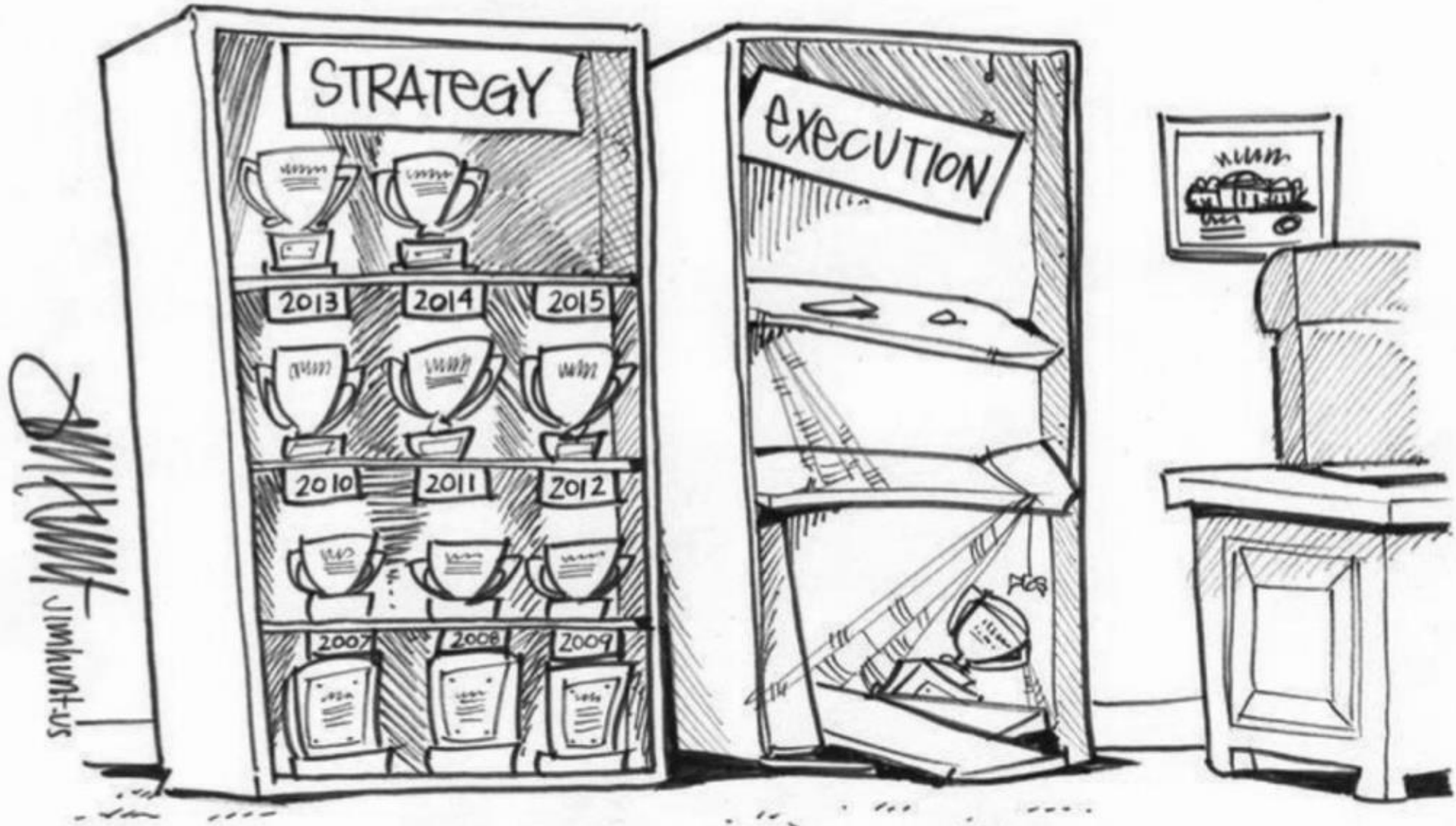
### Aim

Coordinated water governance, planning and decision making to build water security and resilience

# Systems change

- The goal is to transform the current unsustainable and inequitable system. This is known as *system innovation*. The direction of change is known as a *transition pathway*.
- System innovation requires changes, or *disruptions*, in deeply ingrained mindsets and patterns of action in the political, economic, social, technological and cultural structures they are imbedded.
- Making change includes engaging with actors that may have the most to lose and which may be resistant to change.
- >> Challenging and complex!





Jim Hunt - US

Blog.SyntegrityGroup

“Whatever the policy, it is of dubious value when we are incapable of implementing it. We are extremely poor at getting anything done because we don’t adequately cascade broad intentions into the next steps. These include appropriate designs of the solutions, operational policies, processes, procedures, and the careful selection of people.”

Pillay, I. 2022. [Source]

# Core elements of a partnering for systems change process



Map stakeholders, activities, relationships and prevailing attitudes and behaviours



Help stakeholders to 'see' the system



Test for a shared vision



Identify possible overlapping interests



Focus on a common agenda



Prioritise joint action



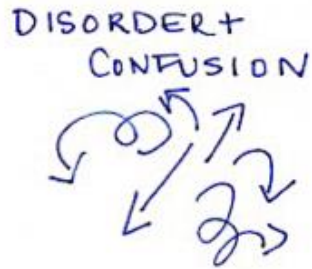
Foster mutual accountability



Learn by doing (action learning)

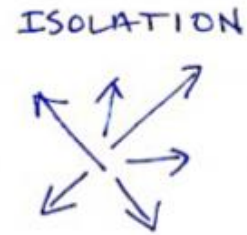


# Getting from old/ current behaviour to new behaviour



- Competing and overlapping mandates
- Rivalry and sabotage
- Non-collaborative attitudes and behaviours

**Negative impact**



- Individual pockets of excellence, but most actives isolated and separate
- Little communication

**Minimal impact**



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

**Improved impact**



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

**Collective impact**

# Typical institutional collaboration challenges

<p><b>Transversal fragmentation</b></p> <p>Silos, hierarchies, mandatism, separate development accounting</p>	<p><b>Inter-governmental misalignment</b></p> <p>Competing and overlapping mandates, mandate creep, unfunded mandates</p>
<p><b>Cross-boundary barriers</b></p> <p>Race to the bottom competition for revenue, land uses, jobs, investments; misaligned service delivery boundaries</p>	<p><b>Cross-sector partnering challenges</b></p> <p>Low trust, low agreement environment, and divergent mindsets, priorities, 'languages' and institutional cultures</p>

# A whole-of-society approach typically depends on successful whole-of-government collaboration

<p><b>1.</b> <b>Transversal partnering</b></p> <p>Collaboration within and between institutional and organisational silos</p>	<p><b>2.</b> <b>Inter-governmental partnering</b></p> <p>Collaboration between the three spheres of government</p>
<p><b>3.</b> <b>Cross-boundary partnering</b></p> <p>Collaboration across political, administrative and service-delivery boundaries</p>	<p><b>4.</b> <b>Cross-sector partnering</b></p> <p>Collaboration between public, private, community, labour, civil society, funders, and education and research</p>

# Core message of PIM: Stepping into Action



**Action-Oriented Approach:** The PIM prioritises immediate, tangible actions over prolonged planning.



**Building Trust through Action:** Engaging stakeholders in joint activities builds trust more effectively than dialogue alone.



**Common Agenda:** Focuses on co-creating a common agenda based on shared interests, even if initially limited to a few areas of agreement.



**Incremental Progress:** Encourages starting with small, achievable steps to gain momentum and gradually address more complex challenges.

# Core message of PIM 2: Learning by Doing



**Adaptive Management:** The PIM supports a cycle of action, reflection, and adaptation, allowing strategies to evolve based on real-time feedback.



**Continuous Improvement:** Emphasises iterative learning, where stakeholders assess outcomes and refine their approaches regularly.

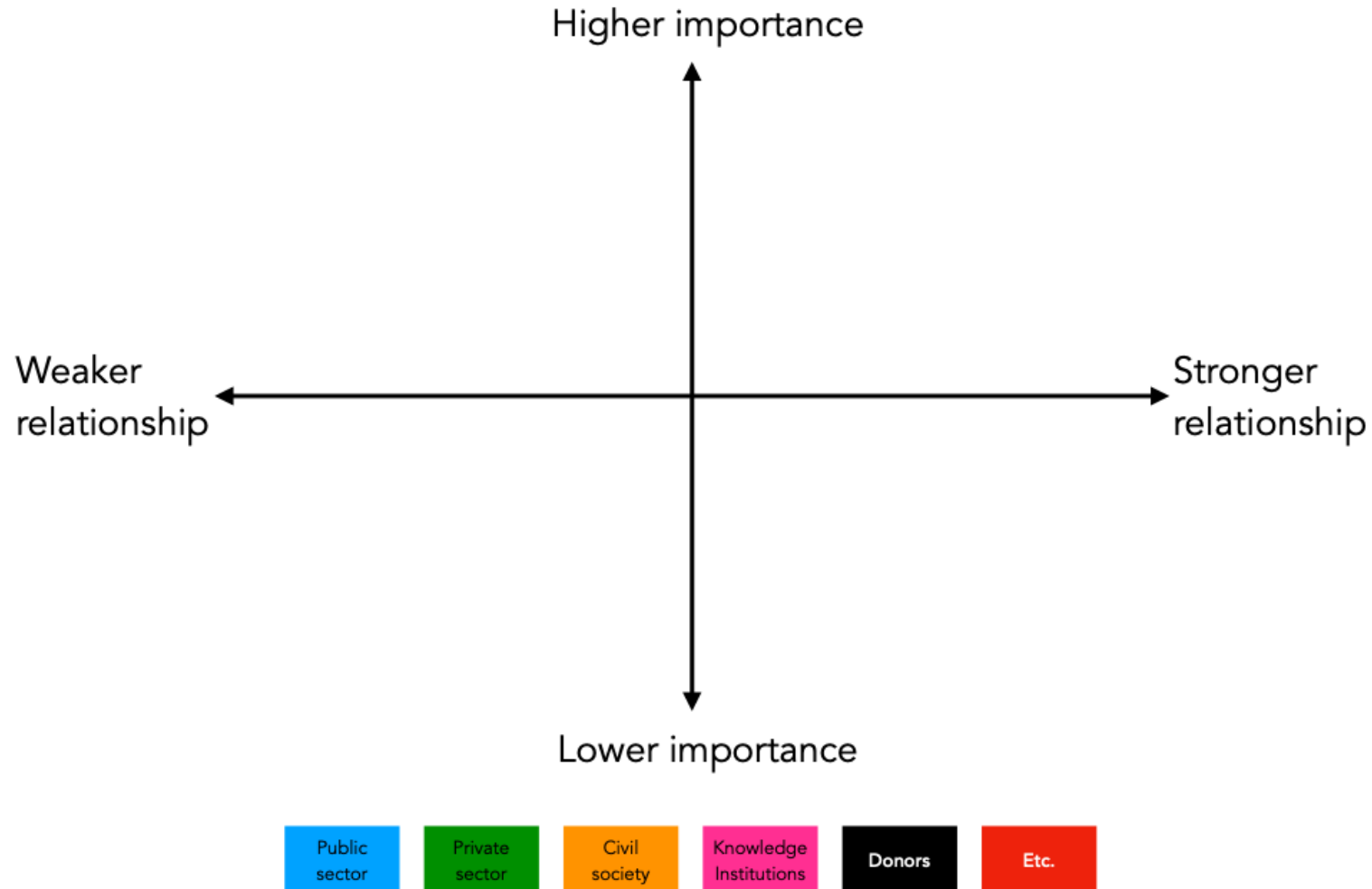


**Flexibility and Responsiveness:** Moves away from rigid, linear planning towards a more flexible approach that can adjust to new information and changing conditions.



**Embedding Learning:** Incorporates learning networks and communities of practice to share insights and foster collective knowledge among partners.

# Partner importance and relationship assessment mapping



# Lessons from our projects

# Food System Learning Journeys

Building collective understanding of local food insecurity through collaborative learning processes involving both decision-makers and the people experiencing the challenges themselves



Photo: Asraf Hendricks

Partnering with





# Area-Based Teams for safety

Coordinating efforts across all levels of Western Cape government to focus on the intersection of law enforcement, urban planning & improving local level social systems

Partnering with



# Adam Tas Corridor

Facilitating collaboration between Stellenbosch Municipality, landowners, and businesses to co-create impactful and catalytic development along the Adam Tas Corridor

Partnering with



# Social Employment Network

Supporting the Social Employment Fund's implementing partners via the Social Employment Network that shares information, documents learning & addresses challenges



Partnering with



PRESIDENTIAL  
EMPLOYMENT  
STIMULUS

# Ecosystem of partners for systems change



**water & sanitation**  
Department:  
Water and Sanitation  
REPUBLIC OF SOUTH AFRICA



**ctiEs** SUPPORT PROGRAMME



PRESIDENTIAL  
EMPLOYMENT  
STIMULUS



**CITY OF CAPE TOWN**  
ISIXEKO SASEKAPA  
STAD KAAPSTAD



Social  
Employment  
Fund  
Work for the common good



BAUHAUS • EARTH

HEINRICH BÖLL STIFTUNG  
CAPE TOWN



CST  
Centre for  
Sustainability Transitions



**giz**



GCRU | Gauteng  
City-Region  
Observatory



**Western Cape  
Government**



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# #PartneringForImpact



+27 (0) 21 832 0200



info@wcedp.co.za



www.wcedp.co.za