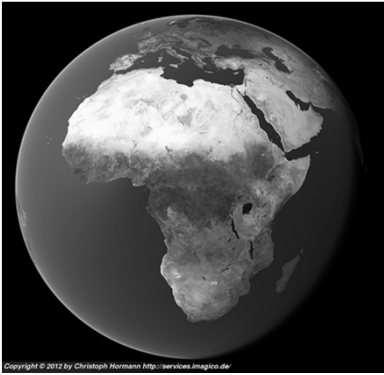




*Partnering for development impact  
at a sub-national level*

<p><b>SUSTAINABLE DEVELOPMENT GOALS</b></p>	<p><b>1 NO POVERTY</b></p>	<p><b>2 ZERO HUNGER</b></p>	<p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<p><b>4 QUALITY EDUCATION</b></p>	<p><b>5 GENDER EQUALITY</b></p>
<p><b>6 CLEAN WATER AND SANITATION</b></p>	<p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>	<p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>	<p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>	<p><b>10 REDUCED INEQUALITIES</b></p>	<p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p>
<p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>	<p><b>13 CLIMATE ACTION</b></p>	<p><b>14 LIFE BELOW WATER</b></p>	<p><b>15 LIFE ON LAND</b></p>	<p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b></p>	<p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>

The recently launched **UN Sustainable Development Goals** places partnering and partnerships at the forefront of delivery
 



"We need to build a true development coalition in which all the actors play mutually supportive roles - governments, public development agencies, the private sector, civil society organisations and labour unions."

*Kofi Annan, former SG, United Nations*

"Governing has never been easy, but it has become all the more complicated... The process of governing now involves more actors, more policy areas that impinge upon one another, and most importantly involves a wider variety of goals"

*Steering, rowing, drifting, or sinking?  
Changing patterns of governance . B. Guy  
Peters, 2011*



"...it is time to move on from the debate over austerity to a new conversation about how to build smart, mutually beneficial public-private partnerships to fuel decades of growth"

*Mariana Mazzucato, one of Jeremy Corbyn's  
economic advisors, Oct 2015*



"...unless you can forge a compact compelling people to talk to each other, the policy is not going to find a landing space and there's going to be no traction for it"  
"... there are too many different business organisations and discordant voices".

*Trevor Manuel, Business Day, 6 October 2015*



“Public managers now find themselves not as unitary leaders of unitary organisations... Instead, they find themselves convening, facilitating, negotiating, mediating, and collaborating across boundaries”

*O’Leary, Gerard and Bingham, Introduction to the Symposium on Collaborative Public Management, 2006*

“Partnerships are a direct result of today’s governance challenges, where ever increasing expectation is placed on government to fulfill unlimited needs with limited resources”

*Western Cape Government 2015*

## *Why is partnership needed in Economic Development?*

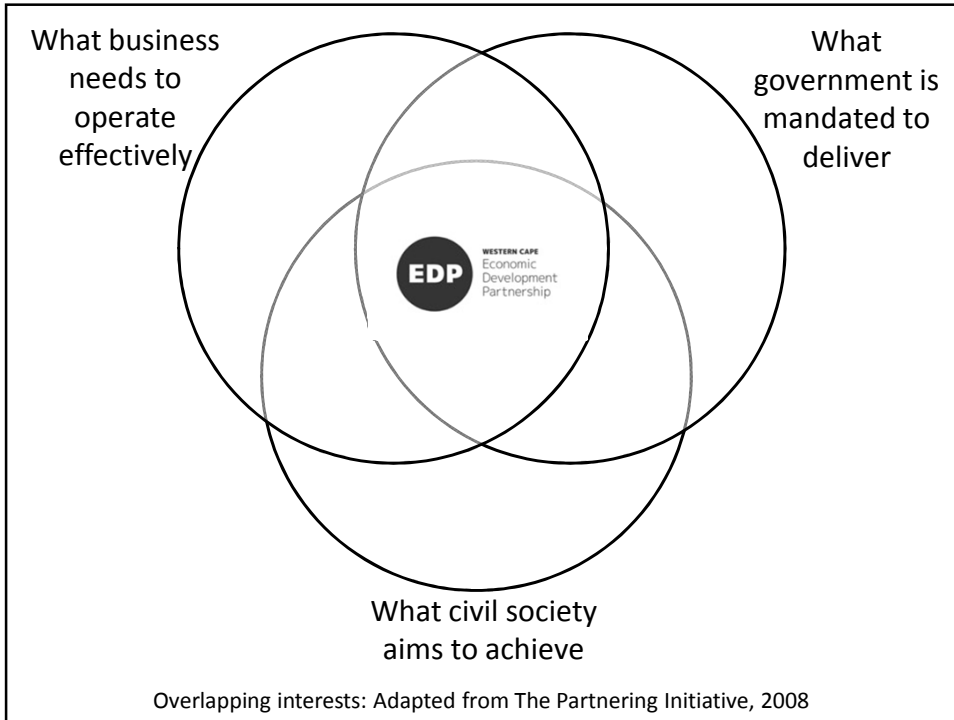
---

- Representation
- Services
- Regulation
- Development & Investment

Economic development is a ‘vision driven’ activity that seeks to assess comparative and competitive strengths and opportunities, define a path into the future and to shape the behaviour of other actors, *most of whom are not in the control of governments and public bodies...*

It is highly desirable that economic development is orchestrated as a partnership activity between public, private, and institutional sectors, *with substantial vertical and horizontal collaboration on the public sector side*

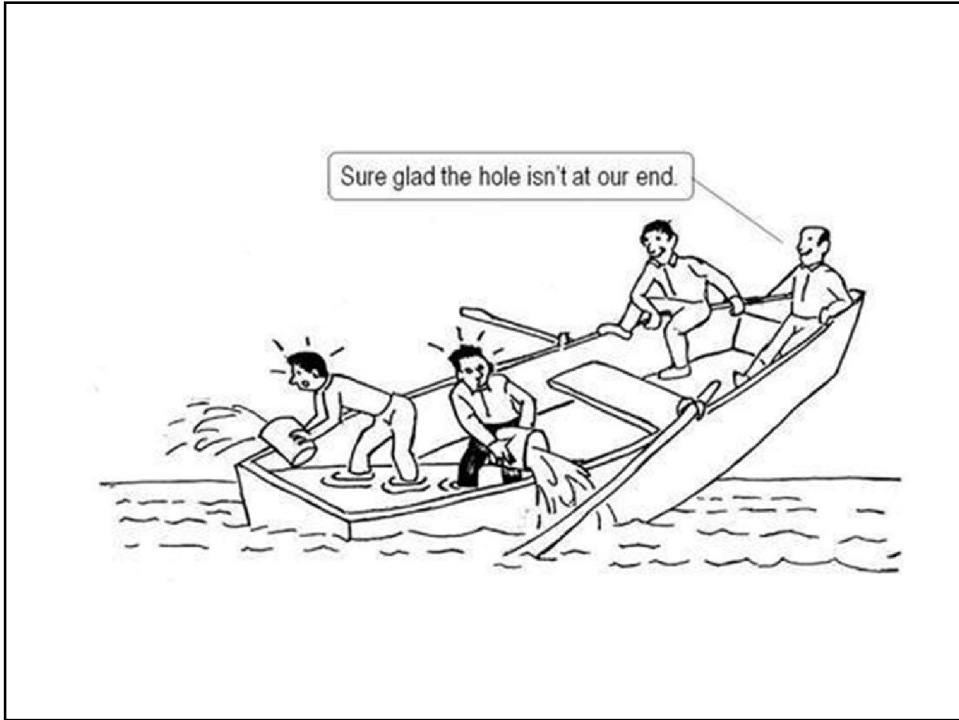
– Greg Clark, *The Business of Cities (2014)*



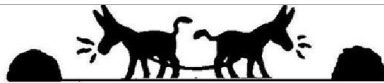
*Blending comparative advantages*

State/ public	Market/ business	Civil society
Control over resources	Investments	On the ground contacts
Elected mandates	Innovation & technology	Local focus and expertise
Scale	Economic sustainability	Raise issues & concerns
Services and regulation	Standards and business practices	Convening & bargaining power
Institutional stability	Know-how and expertise	Implementation capacity
Statutory power and formal authority	Efficiencies	Credibility
Knowledge institutions		

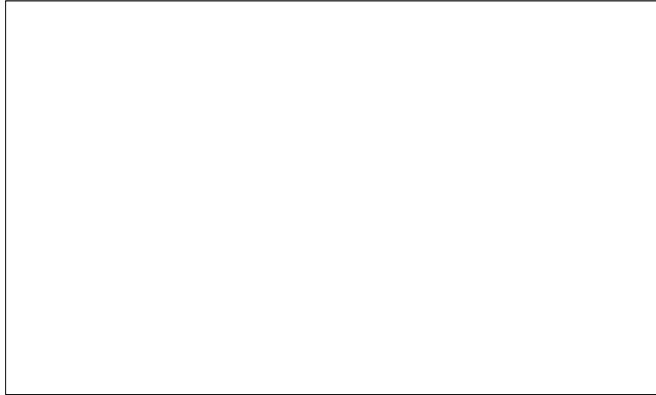
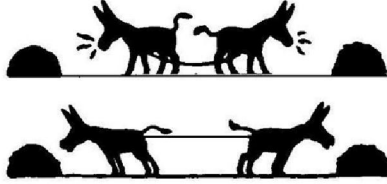
Adapted from PPPLab Insights, Series 1, 2014



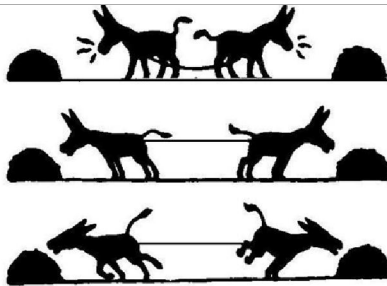
*The story of the mules*



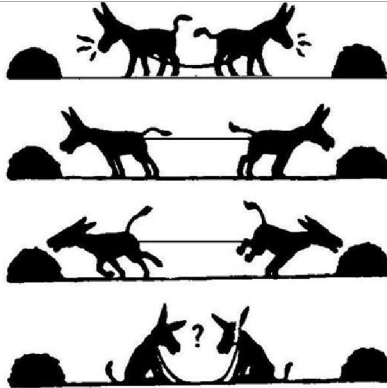
*The story of the mules continued*



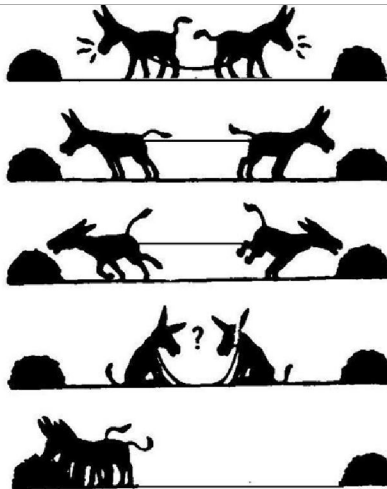
*The story of the mules continued*



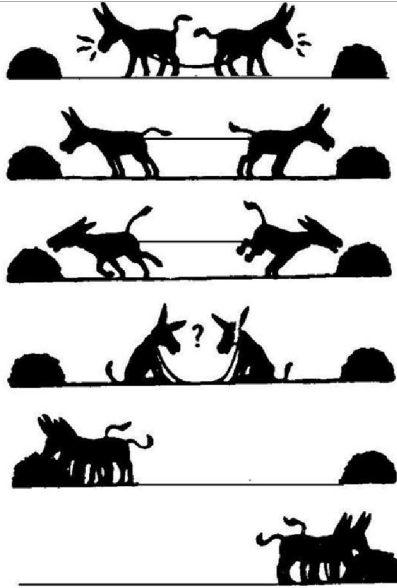
*The story of the mules continued*



*The story of the mules continued*



*The story of the mules continued*







## *Partnership: Definition*

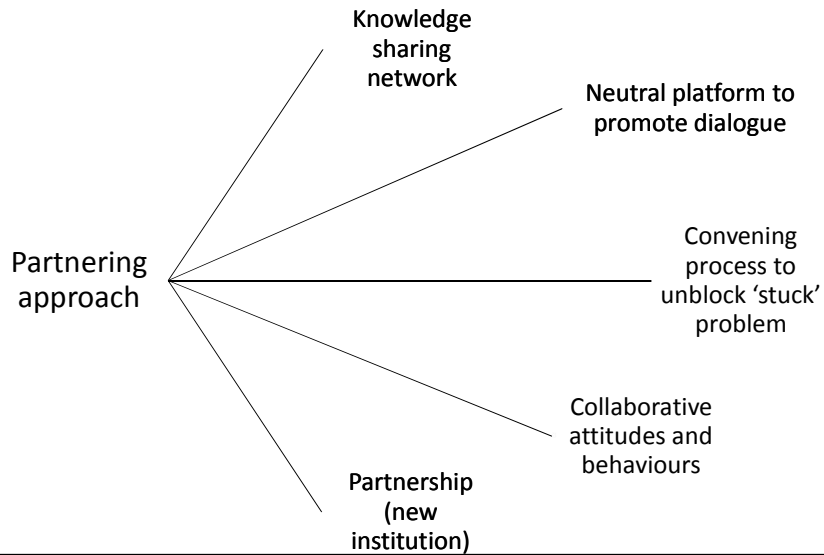
---

“A form of cooperation between government, business and civil society in which they agree to work together to reach a common goal, or carry out a specific task, jointly assuming the risks and responsibility, and sharing their resources and competencies”

*Partnership Resource Centre, 2012, Rotterdam*

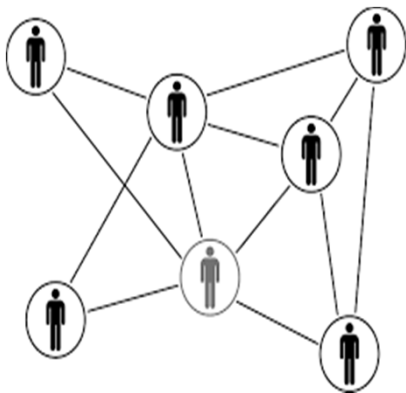
*A partnering approach doesn't necessarily result in a formal partnership...*

---

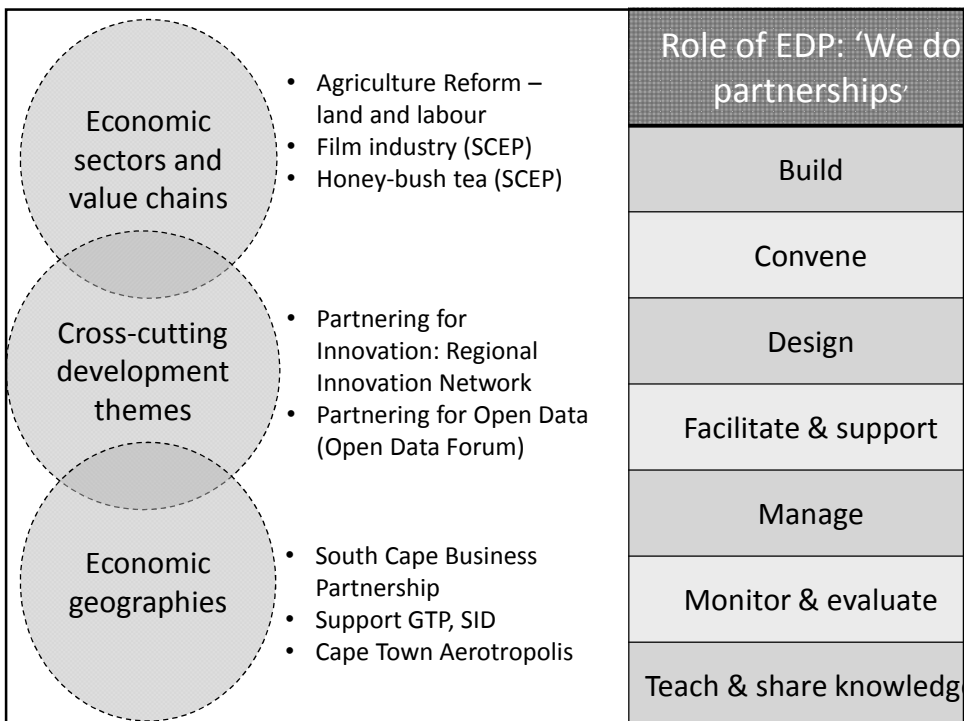
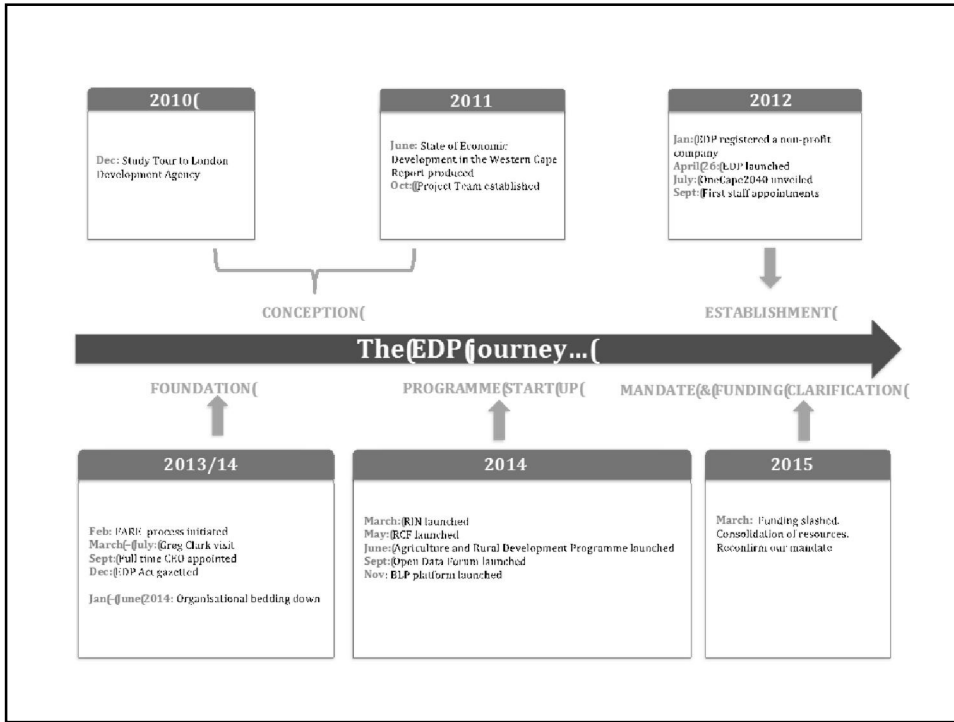


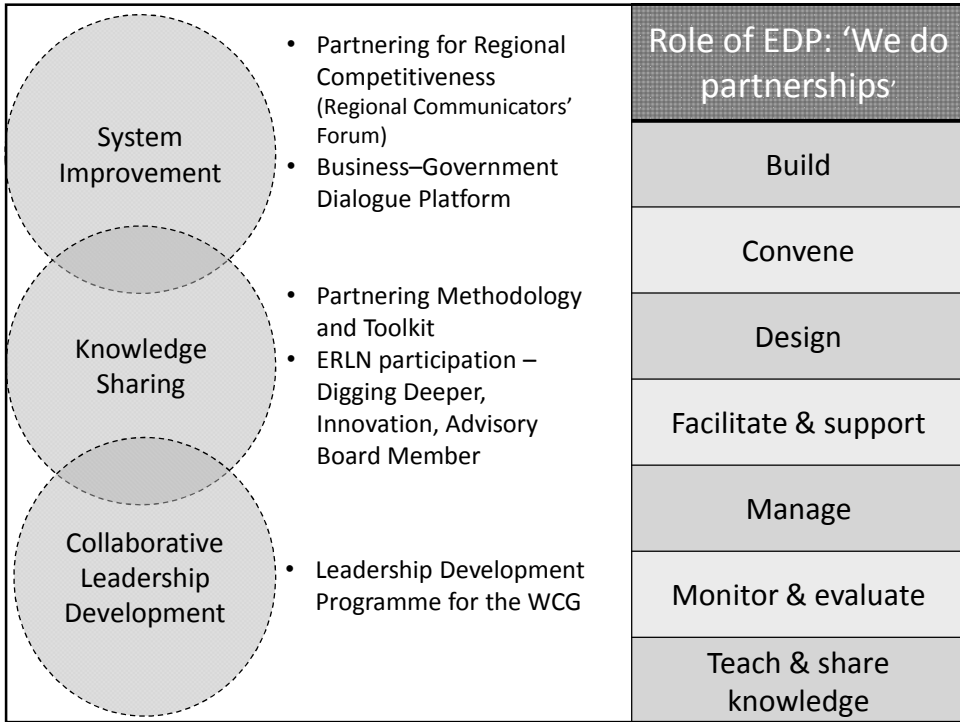
*The power of the 'in-between' space and the role of intermediary organisations*

---



- Convening power
- Neutral platform
- 'Translation service'
- Safe space, creative space
- Deliberate juxtaposition of different ideas and organisational cultures
- Mediating competing interests
- Space for experimentation and prototyping






---

***CHALLENGES AND THE ROAD AHEAD***

## *Current state of the economy and economic development*

---



...“unless you can forge a compact compelling people to talk to each other, the policy is not going to find a landing space and there’s going to be no traction for it”

“... there are too many different business organisations and discordant voices”.

*Trevor Manuel, Business Day, 6 October 2015*

“He spoke the language of partnership. It’s a language the government speaks too, but whether it means the same thing as the private sector isn’t clear. There is an increasing number of meetings of various sorts between business and the powers that be, but are they just photo opportunities? Are the parties’ paradigms so far apart they can’t hear each other?”

*Hilary Joffe, Business Day, 25 Aug 2015*

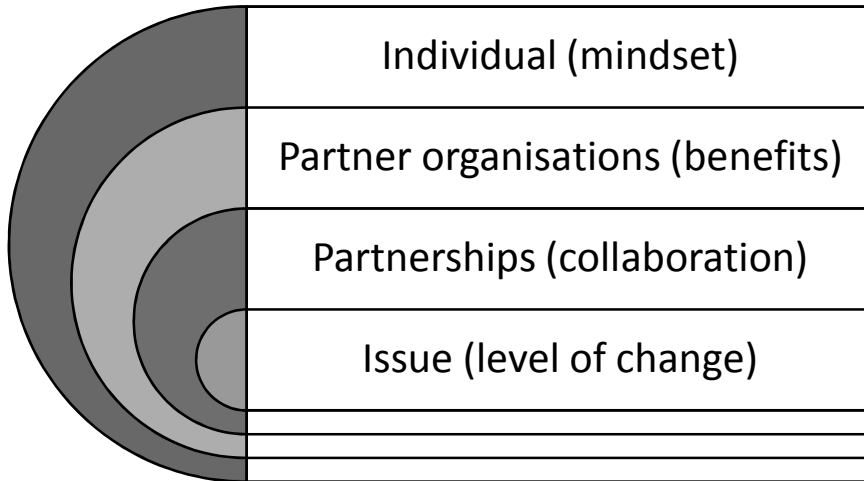
## *Challenges facing the EDP*

---

- Funding a collaborative intermediary which is a public benefit organisation not a public sector agency
- Demonstrating value to stakeholders who have differing expectations of value
- Measuring impact at different levels:
  - Systems change
  - Partnership impact
  - Collaborative leadership

## *Measuring partnering impacts at different levels*

---



Adapted from the Partnership Resource Centre, Rotterdam

*Thank you*

---

Contact: Estelle Cloete  
Email: [estelle@wcedp.co.za](mailto:estelle@wcedp.co.za)  
Visit: [www.wcedp.co.za](http://www.wcedp.co.za)  
Twitter: @wcedp