



CSSI 2024

Power and Inclusion
in Cross-Sector
Social Interactions

Cape Town | 3-6 April 2024

University of Cape Town
Graduate School of Business



Overview of the learning journeys

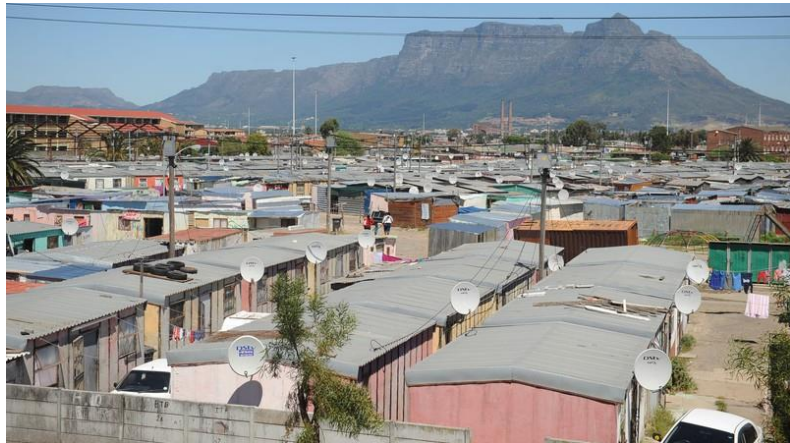
The learning journeys are a core component of the CSSI 2024 event. They have been carefully designed to expose participants to local contextual challenges and corresponding efforts to develop collaborative responses. They focus on a variety of themes and locations. Please let us know which of these learning journeys you want to join, so that we can plan logistics. The locations are indicated in the map below, and this is followed by brief descriptions of each learning journey.



April 2024

Learning journey 1: Cross-sector collaboration for early childhood development

As in most countries, South Africa's formal schooling system for children between the ages of 7 and 15 is provided mainly by the public sector. However, for children under the age of 6, schooling is not compulsory, and the role of day-care centres, known as "Early Childhood Development centres" or ECD centres, is critical. This is especially true in low-income communities, where parents and carers rely on ECDs to look after their children while they earn a living.



The need for affordable day-care solutions has driven the development of many informal ECD centres across low-income communities in South Africa. In most South African townships, dozens of low-cost crèches, typically founded, managed, and staffed by local women, cater to this need. While more than half of these centres operate informally, about 40% are fully registered, and a further 16% are in the process of registering with the Department of Basic Education, which provides them with access to limited funding in return for complying with regulation on minimum floor space per child, basic amenities, and so on. Despite this, some estimates are that 30% of young children in South Africa are still not enrolled in ECD centres. One of the most common problems is that parents are unable to afford the monthly fees, which typically range between 350 to 500 rands per child per month. This situation was further worsened by the Covid-19 pandemic.

There are numerous ECD non-profit organisations working to increase the number of children enrolled in ECD centres. They seek to provide support to ECD centres, and / or provide non-centre-based services to the young children not enrolled in ECD centres, through a variety of family outreach and parenting programmes. However, these efforts still short of the needs.

In this learning journey, we will visit ECD centres in Langa - South Africa's second eldest township - and explore some of the complexities of Early Childhood Development in low- and middle-income peri-urban South Africa. We will have conversations with a cross-section of ECD principals, parents of learners, and representatives of the local ECD forum. The forum is a particularly intriguing initiative in this township, with potentially important lessons for other low-income communities.

Guiding questions for the learning journey include:

- What are the contextual features in a township such as Langa, which make cross-sector collaboration both necessary for enhancing Early Childhood Development and difficult?
- How are these difficulties being addressed, or not, in the Langa case? And what are the lessons for other low-income communities in South Africa and elsewhere?
- How does this case confirm, challenge, or extend what we know about inclusion and power dynamics in cross-sector collaboration?

About the hosts:

Pierre Coetzer and Nicolas Pascarel are directors of Reciprocity, an Africa-focused consultancy specializing in low-income markets, inclusive business and social enterprise.

April 2024

Learning journey 2: Cross-sector collaboration in health care

Primary health care is a complex and difficult challenge in low-income settlements in many African cities and South Africa is no exception. Unemployment, HIV/AIDS and crime are some of the most pressing problems in South African townships. Mfuleni is close to the sprawling township of Khayelitsha, reputed to be one of the largest and fastest growing townships. Mfuleni is home to a population of plus minus 53 000 people. “Mfuleni” in the local vernacular means “at the river”.



Across these townships, state clinics are scarce and severely resource constrained. In this learning journey, we will visit a community-based, enterprise development, nurse-driven primary health care facility located in Mfuleni. This facility is twinned with a pick-up point for the distribution of chronic medication for stable chronic State patients. The initiative has two clear desired outcomes: retention-in-care of chronic State patients and reducing the burden-of-care on State Facilities. The resultant impact contributes to improving development outcomes with particular reference to achieving good health and wellbeing, alleviating poverty, promoting decent work and economic growth and fostering partnerships and collaborative efforts, particularly between government and the private sector.

This initiative is enabled by a collaboration between Cipla Foundation, the Cape Town District Health department, and Anova (a local NGO/District Support Partner). The project has been active for more than 5 years through a sustainable business model.

The partners will be available to share their experiences and their insights on how the collaboration has come about and the various challenges they have faced. The visit will start with an introduction and overview of the partnership at CIPLA HQ before travelling to Mfuleni to visit the facility. The participants will return after the visit to CIPLA for a light lunch and interactive discussion on this example of differentiated and collaborative health service delivery that benefits all involved.

Guiding questions for the learning journey include:

- What are the contextual and health challenges in Mfuleni and how is this collaborative initiative trying to address them?
- What are some of the challenges that this initiative has encountered in its set up and operation – and how do the partners interact to overcome them?
- How does this case confirm, challenge, or extend what we know about inclusion and power dynamics in cross-sector collaboration?
- What are the challenges associated with ensuring long term sustainability of this initiative?

About the hosts:

Herman Grobler, Head of Impact and Sustainability at Cipla, David Grier, Cipla Foundation Trustee and Dr Nabeelah Conrad, Cipla Foundation Medical advisor will host this learning journey. The Cipla Foundation has been making a difference in communities through various projects over the last 18 years and gained valuable learning and insights with regard to sustainable, enterprise development projects that they are eager to share. They will be joined by their collaborative partners.

April 2024

Learning journey 3: Energy access in low-income communities

This learning journey focuses on the challenge of providing energy services to low-income households. This is a complex challenge due to the interactions between severe resource constraints, different technological options and infrastructural opportunities and constraints, local residents' expectations and behaviours, and the political dynamics prevalent in such communities.



The key actors include a social innovation entrepreneur (Zonke Energy), low-income households, community leaders, academic institutions, and funding organisations. These actors have partnered in co-designing an energy innovation and associated business models suited for low-income households. Some conflicting aspects in addressing the challenge include the choice of innovation beneficiaries, land and space issues, affordability, and inability to fulfil all energy services.

We will visit Khayelitsha informal settlement. The visit will include meeting community members who are beneficiaries of the innovation and a representative from Zonke Energy. We will also go on a walking tour to a Zonke Energy mini-grid in Qandu Qandu and visit a home of one of the innovation beneficiaries.

Guiding questions for the learning journey include:

- How are the cross-sector social interactions contributing to the provision of energy services in low-income households?
- If the low-income community you have experienced in the learning journey was in your city, how would cross-sector social interactions contribute in addressing energy services challenge?

About the host:

Josephine Musango is Professor at the University of Cape Town Graduate School of Business, interested in doing impactful research in energy transitions, green economy, and urban Africa energy issues. She will be bringing to bear not only her research on these themes, but also her experience in facilitating multi-stakeholder engagements in tackling energy challenges in low-income communities.

April 2024

Learning journey 4: Partnering for food system change

The fragility of South Africa's food system is increasingly evident. Visible manifestations of food system failures include food poverty, hunger, a lack of dietary diversity, child wasting and stunting, increased vulnerability to disease, and an obesity epidemic. As an example, 27% of children under five in South Africa are stunted (SA Demographic Health Survey 2016). This persistent challenge was exacerbated by the Covid crisis and accompanying economic lockdown in 2020, as well as fragmented food system governance. The learning journey will engage with the partnering lessons learned from (i) Save the Philippi Horticultural Area (PHA) Campaign, led by civil society and small-scale farmers (ii), the Western Cape Food Forum during Covid, and (iii) public sector policy responses such as the Western Cape Government's Nourish to Flourish (N2F) programme, including the impact of local food system learning journey methodologies.



The learning journey will examine the role played by the three spheres of government in South Africa, food relief NGOs, community kitchens, community action networks, early childhood development (ECD) centres, civil society advocacy groups and campaigns, small-scale farmers, private sector producers, distributors and retailers, collaborative intermediary organisations such as the Southern Africa Food Lab (SAFL), and the Western Cape Economic Development Partnership (EDP), and research networks such as Centre for Excellence in Food Security and the African Centre for Cities (ACC), amongst others.

The learning journey will take place in the 3000ha Philippi Horticultural Area (PHA), in the Cape Flats district of Cape Town. It is located approximately 20 kilometres southeast of the city centre and as such faces immense development pressure. The PHA produces 40% of Cape Town's fresh produce, a critical source of locally produced food. The area lies over the Cape Flats Aquifer and features several sensitive wetland ecosystems, and hence plays a critical role in the city's water security and conservation of biodiversity. Furthermore, the PHA supports approximately 3000 direct jobs and 30 000 indirect jobs (Indego Consulting, 2018). It will include a guided tour of the PHA as well as a visit to Vegkop Farm, the HQ of the PHA campaign, a presentation by Nazeer Sunday, PHA Campaign chairman, and an interactive workshop on cross-sector mobilisation of food system actors for system innovation.

Guiding questions for the learning journey include:

- How can practitioners, policy makers, and researchers, best work together to effect system innovation and change?
- How to organise effective collaboration in complex multi-issue, multi-stakeholder, local spaces such as the PHA.
- What are examples of successful collaboration that provide inspiration and lessons for system change work?
- How can learning journey methodologies help map local food and other systems to support processes of change?

About the hosts:

Prof. Andrew Boraine and Tessa Chittenden, from the Western Cape Economic Development Partnership (EDP) and Prof. Ralph Hamann from the GSB and the Southern Africa Food Lab (SAFL) will be your hosts for the day. The EDP initiated the Western Cape Food Forum in 2020 as a collaborative cross-sector response to the aggravated food crisis during Covid and has worked with the Save the PHA Campaign on partnering strategies. The EDP and the SAFL subsequently worked together to design and implement innovative food system learning journeys in poor and vulnerable communities in Langa, Worcester, Kayamandi, and Touws River to mobilise and align public sector support for community-led initiatives.

April 2024

Learning journey 5: The lived experience of cross-sector collaboration at the V&A Waterfront

The V&A Waterfront is a 23ha precinct and working harbour adjacent to Cape Town's city centre. Its shareholders (50:50) are the privately owned property development company Growthpoint, and the state pension fund the Public Investment Corporation (PIC). The precinct is managed by the Waterfront Company.



A distinctive feature of the Waterfront is that it is private land which is run as if it's public space; effectively, it's a privately managed mini-city. About 25 000 people live or work on the precinct, which the V&A refers to as a "neighbourhood" of Cape Town; and about 26 million visits are logged every year. It is among the leading tourist attractions in Africa, and contributes about 2% of provincial GDP.

There are about 800 tenants, half of which are SMMEs. The Waterfront's efforts are directed towards making the neighbourhood a comfortable (energy- and water-secure), safe and vibrant place to live, work and play. It is a massively complex operational and place-making exercise at scale.

The learning journey will take participants across the neighbourhood, sampling several examples of cross-sectoral collaborations in practice. After an introduction locating us in the social history of the space and contextualizing the cross-sectoral complexities and practical implementation of its shared value ecosystem strategy, there will be a walking tour of the circular design of the waste-water-energy nexus and discussion about working with the municipality in "taking over" some of their responsibilities. Over lunch, there will be an exploration of the challenges inherent in trying to bed down a values-driven and inclusive supply chain.

In the afternoon, we will visit the Two Oceans Aquarium Foundations Turtle Rehabilitation Facility and discuss the challenges of championing ocean health at the same time as we run commercial operations in the harbour, including having as tenants boatyards and industrial fishing companies. From environmental sustainability we move on to looking at social sustainability, through our job-creation work with the NPO Harambee Youth Employment Accelerator, and look through the "farmer vs miner" lens at how collaboration with civil society during Covid, and our support for the creative economy, have proven to be foundational to commercial buoyancy.

Guiding questions for the learning journey include:

- When stakeholders in a particular environment hold apparently contradictory values and priorities, how might we best collaborate to the satisfaction of all?
- When there is a significant power imbalance, how might actors collaborate to achieve fairness?
- How might we resolve things when social and commercial sustainability imperatives seem to be on opposite ends of a continuum?

About the hosts:

Heather Parker is one of the founders of SOLVE@Waterfront, an NPO established to give effect to the Waterfront's shared value ecosystem strategy, and to take its work beyond its own geography and into the wider community. She will be joined by various colleagues working for or in the Waterfront precinct.

April 2024

Learning journey 6: Building partnerships between economic and conservation support organisations

At a high level, this learning journey brings together economic development objectives with conservation outcomes. With economic activity and ecological conservation often at cross-purposes, **this learning journey will showcase various organisations in the economic and environmental space working towards greater alignment for a more economic and climate resilient region.**



With the global transition to sustainable development well underway, interaction between the economy and the environment is changing rapidly. Shareholders and consumers are demanding a change in business practices, regulations are forcing value chain responsibility, corporate commitments are driving behaviour change across industries, and international agreements are shifting financial flows towards climate outcomes. There is also increasing awareness that biodiversity conservation and nature-based solutions are crucial to achieving climate commitments, particularly in supporting adaptation to climate change.

These shifts in the global economy bring new opportunities to leverage economic activity, tourism, and climate-smart investment to support climate outcomes, and necessitate a change in behaviour from economic support ecosystems.

The Cape floristic region is one of the six floral kingdoms in the world. This biodiversity hotspot in the Western Cape, known as “the hottest hotspot”, has the highest concentration of plant species in the world. It contains an estimated 9 500 species, of which 70% do not grow anywhere else in the world. In 2004, UNESCO declared the Cape floral region as a world heritage site. The region has a Mediterranean climate, with winter rains, summer drought and a fire adapted ecosystem that is ‘born to burn.’ The biggest threats to the Cape floristic region include urban expansion and alien invasive species. Invasive trees use a disproportionate amount of water in an already water scarce region and exponentially increase wildfire hazards, creating complex natural/urban interface management challenges.

The learning journey will include a visit to a conservation site where different partners are collaborating to address the protection of endemic plant and animal species, including the clearing of alien invasive species. The journey brings together various public and private sector initiatives that are working towards either economic, conservation, or social outcomes, and showcases how partnerships in this space can support wholistic solutions for economic, social and environmental resilience.

Guiding questions for the learning journey include:

- What are the contextual socioeconomic and environmental challenges in the Western Cape province and how are they linked?
- How is this a microcosm for the global context?
- How is this collaborative working towards addressing some of these challenges?
- What challenges have already been encountered, and what challenges lie ahead in terms of setting up partnerships like this?

About the hosts:

Lynette Munro is the Conservation Partnership Facilitator for the Nature Care Fund at Nature Connect, an NPO that aims to *change lives through nature, from crèche to career*. Lynette has experience in EIA, development

April 2024

planning, co-management and capacity building for sustainable development. More recently she is working in the biodiversity offset space, looking at financial flows for conservation through a variety of cross sector social interactions.

Val Charlton promotes Integrated Fire Management practice to address landscape fire risks and hazards, This includes 20 + years of Wildland Urban Interface/Intermix facilitation in both urban and remote rural communities, collaborating with business, private landowners, government and conservation agencies in multi-stakeholder social ecology/economic projects in various countries.

Tauriq Jenkins Tauriq Jenkins is the convenor of Save Our Sacred Lands campaign. He is involved in various heritage and environmental protection structures where he works towards harmony between people and their heritage. He is an accredited Human Rights defender with Frontline Defenders Network based in Dublin which has UN consultative status.

Karen Bosman is Head of Advocacy and Advisory at Wesgro which is the official tourism, trade and investment promotion agency for Cape Town and the Western Cape. The Agency works to attract and facilitate foreign direct investment, promote and facilitate exports from the region, and promote the Western Cape as a tourism destination of choice. Wesgro's objectives include job creation and economic development, and to ensure that the province remains a competitive regional economy.

April 2024

Learning journey 7: Supporting innovation and entrepreneurship in Philippi Village

Philippi Village is set at the site of an old cement factory which has been re-purposed into an entrepreneurial and recreational/retail hub and given new life. The UCT GSB found a natural fit with Philippi Village when it became a founding tenant and established the Solution Space Philippi Village hub in 2016. This created an opportunity for UCT to extend its reach beyond its traditional borders by having a permanent presence at the intersection of some of the poorest areas in Cape Town while still playing a role in field site research, mobile health clinics and education programmes.



The vision for the Solution Space Philippi Village was to create an innovation and entrepreneurship hub that has strong community networks and resources, that could draw on local insights and create opportunities for economic inclusion and impact. The Solution Space in Philippi Village was designed to be a dynamic space that would enable UCT staff and students to interact and work with people from the surrounding communities to develop sustainable solutions to the social challenges that constrain economic prosperity. It was also intended as a research, development and innovation facility not just for UCT, but for businesses, corporates and other organisations. And finally, the hub was intended to immediately and directly impact the local communities by providing information and support to young people as well as to entrepreneurs, business owners and aspiring entrepreneurs from the surrounding areas, through foundational and experiential learning and development programmes and access to world-class learning and co-working spaces.

There are many individuals whose lives have been positively impacted as a result of the programmes in Philippi Village, but despite all our efforts, there is a limited extent to which the Solution Space Philippi Village has been able to facilitate significant cross-sector collaboration in the areas of innovation and entrepreneurship to positively impact the local community. The Philippi Village Management team has had greater success in cross-sector collaboration, but this has not been an easy journey and they have also just scratched the surface in relation to innovation and entrepreneurship.

This learning journey will be hosted in Philippi Village where you will have the opportunity to take a tour of Philippi Village and hear about the projects, the history and journey of the Philippi Village management team. Thereafter, you will visit the Solution Space Philippi Village and interact with some of the entrepreneurs that work in and around Philippi, including some of the tenants.

Guiding questions for the learning journey include:

- Philippi Village exists because of cross-sector collaboration and there are ongoing efforts to maintain and enhance cross-sector collaboration, but despite this, the ability of various stakeholders (individually and collectively), to drive innovation and foster entrepreneurship within the local communities is limited. Why do you believe this is the case? What are some of the obstacles/contraints?
- What role can a university play in facilitating meaningful cross-sector collaboration and in a community hub such as Philippi Village?

About the hosts:

Bushra Razack - South African-born community development specialist Bushra is the CEO of Philippi Village, a business and community hub located in Philippi, Cape Town. A professional consultant with extensive international experience including in Ghana, Kenya, Cameroon and South Africa, she has worked with organisations such as Standard Chartered Bank, CBM, Seeing is Believing, UNOCHA and Right to Sight International. In 2017, she was one of 100 young South African leaders selected to the prestigious Mail & Guardian Mzansi Top 100 list and in 2018, she won the Power Woman of the Year award in Innovation. In 2023, she won the Forty Under Forty award under the category of Community Development for the work done at Philippi Village.

April 2024

Vanessa Ramanjam -Vanessa is a business consultant with leadership experience across various organisational contexts, from start-ups to board positions. After a successful career in corporate advertising, she established a 360° strategic consultancy in 2013. The focus of her work has been supporting start-ups and SME's, and helping them reframe their strategies for growth. She also provides strategic and business development support to non-profit organisations and social enterprises with a focus on enhancing their sustainability. She is a UCT GSB alumnus (EMBA) and currently spends a significant amount of her time managing the UCT GSB Solution Space, working with start-up founders and aspiring entrepreneurs.