

# Working Together

## A Critical Analysis of Cross-Sector Partnerships in Southern Africa

Researchers and authors

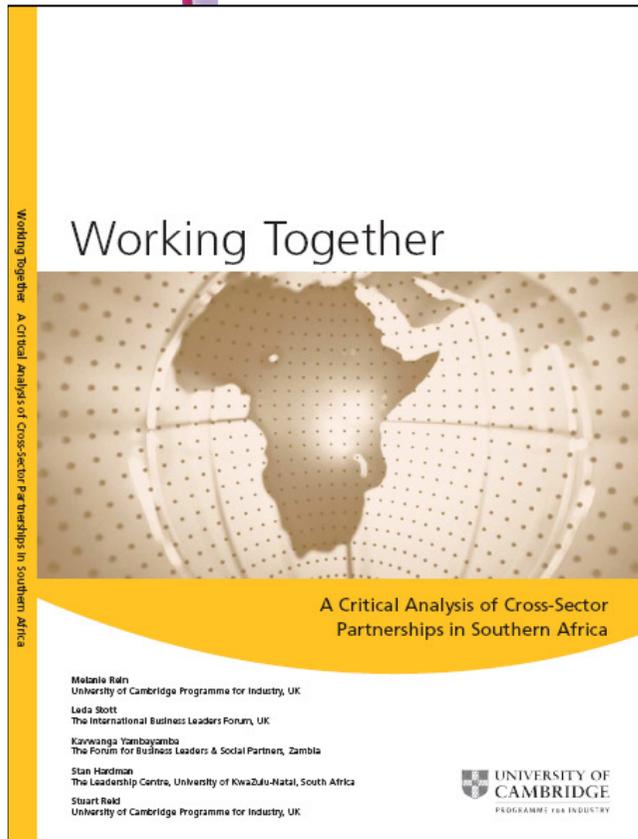
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# Presentation focus

Definition of Cross Sector Partnerships

Overview of research

Findings & Policy Recommendations

# Traditional Notions of Partnership

Ubuntu (Zulu) or 'humaneness' – promotion of co-operation between individuals, cultures and nations

*Imbizo (Xhosa)* - a traditional gathering of people which meets to discuss and celebrate, when government members engage directly with the public around the implementation of programmes, including those for reconstruction and development

# Definitions of Partnership

Partnership is a cross-sector alliance in which individuals, groups or organisations agree to: work together to fulfil an obligation or undertake a specific task; to share the risks as well as the benefits; and review the relationship regularly, revising their agreement as necessary.

*International Business Leaders Forum*

Partnership involves an agreement to work together to fulfil an obligation or undertake a specific task by committing resources and sharing the risks as well as the benefits.

*UK Department for International Development*

# Defining Cross-Sector Partnerships

‘The development approach of our time’ – Kjaer

‘The mantra for the new millennium’ – Tennyson

‘A new and innovative type of environmental governance’  
– Witte et al

# Concerns and Criticisms

Dominance and Power

Greenwashing

Weakening state regulation and public institutions  
and ultimately the democratic process

# Methodology

## Sectors: Agriculture, Health and Education

Zambia	South Africa
Agriculture In-depth Case Study	Health In-depth Case Study
Health Supporting Case Study	Agriculture Supporting Case Study
Education Supporting Case Study	Education Supporting Case Study

## Findings & Recommendations

- Enabling resources to be directed to key areas of development concern
- Establishing innovative ways of meeting needs by pooling non-financial resource such as expertise and networks
- Providing a 'voice' to communities or groups unheard within the existing system
- Creating new links between sectors to generate creativity
- Offering a model of change to other disadvantaged groups

# Findings & Recommendations

- Context & Replication – replicating ‘learning’ rather ‘copying’ processes
- Drivers and Incentives – honesty and realism
- Resourcing and Sustainability – maintaining realistic expectations
- Modelling and Mapping – developing a business model that incorporates costs, current skills and development of skills
- Establishing and Reviewing Objectives – ‘learning’ and ‘development’ rather than judgement.
- Governance Structures and Communication
- Partnership Stages of Development – incorporating the potential for novel possibilities and solutions
- Partnership Brokers, Champions and Dependency
- Government Instigated Partnerships – crafting of local solutions to local problems