



CSSI 2024

Power and Inclusion
in Cross-Sector
Social Interactions

Cape Town | 3-6 April 2024

University of Cape Town
Graduate School of Business



Welcome to CSSI 2024 in Cape Town, South Africa!

We are delighted to welcome you to Cape Town for this 12th edition of the Cross-Sector Social Interactions Symposium, 3-6 April 2024!

This is the first time the CSSI community will be meeting outside Europe or North America, so we see this as an important signal and opportunity to extend our networks, expand our horizons, and make new connections. Scholars and practitioners in the CSSI network are united in pursuing enhanced collaboration for fairness, inclusion, and community wellbeing. These are clearly vital challenges in Cape Town, South Africa, and the continent more broadly.

We therefore want to extend and develop knowledge on cross-sector interactions in this region. We think the CSSI community has much to offer to scholars and practitioners here. By the same token, over and above our challenges, there is a deep and inspiring tradition of cross-sector collaboration in this region. We hope to inspire and support the global CSSI network with some of these experiences and to establish connections and interactions among scholars and practitioners across different parts of the world.

This purpose has thoroughly informed our planning and the programme. We have tried hard to enable access to the event, e.g., through differential fees and bursaries. This has helped attract a diverse group of participants, including from African countries. We are also designing the event as a hybrid whereby the majority of sessions will allow for online participation.

The first day (3 April) includes the doctoral consortium, which has become such an important fixture in CSSI symposia. It also includes the PRME Africa Chapter Annual Meeting, which is a significant opportunity to advance responsible management education on the continent, with a strong emphasis on collaboration between business schools and their diverse stakeholders. The meeting is open to all, so please do join if you want to learn more about – and contribute to – this important African network (and please do register so we have a sense of numbers).

Day 2 (4 April) consists of our learning journeys. These are not your usual optional field trips. Instead, we have designed these journeys as an integral component of the conference. They are our main effort to expose participants to both the challenges and the exciting collaboration initiatives that characterise our South African context. Their purpose is also to ensure that this context and your learning journey experiences become a powerful inspiration for conversations during the traditional conference days.

We have designed eight learning journeys, each of which focuses on a specific theme and location. They are described in more detail at the end of this programme document, including a map of their locations. We are very grateful to our colleagues who have designed the purpose and programme of these learning journeys and who will be your hosts. Each of them has many years' experience working on collaborative responses to these sustainable development challenges, so they are bringing a wealth of experience, insights, and social capital to bear.

Days 3 and 4 (5-6 April) are our traditional conference days with paper-driven sessions, panel conversations and workshops. The sessions include about 80 papers that are from diverse parts of the world and they are all about some aspect of the main conference theme, i.e., power and inclusion in cross-sector collaboration.

We want to ensure that all of the conference sessions are as engaging and participatory as possible. With this in mind, the paper-driven sessions are designed to be a hybrid between traditional scholarly paper sessions and practitioner panel discussions. This is also in keeping with our ambition to create effective links across scholarly and practitioner knowledge and experience. For presenters, this means that we are not expecting a traditional presentation that speaks to all aspects of your research process, such as methods, etc. Instead, we envisage short 10-minute presentations with a limited number of slides (e.g., 5-6) focused on the following three points:

- What is the purpose / rationale for this research / reflection?
- What are the key findings / emerging insights?
- What are the key implications for practice and for future research?

We are also very grateful to our session moderators. They will play a key role in preparing and facilitating the different sessions to ensure the emphasis is on inclusive dialogue and exchange among presenters, speakers, and participants in the room. We invite moderators and session presenters to chat beforehand (e.g., to identify some cross-cutting themes to guide discussion), and the timekeeping should ensure that there is ample time after paper presentations for such cross-cutting conversation, akin to panel discussions. We also have a few workshop style sessions which we expect will stimulate both learning and connection among participants.

We are very excited about our keynote speakers. They will play an important role in setting the tone at the beginning of our conversations and also at the end, to help us pull things together. Again, we have purposefully invited speakers from across scholarship and practice. We very much look forward to hearing what they – and you – have to share with us.

Finally, we are grateful to those who have helped us to organize this event. This includes valuable support from all co-hosting organizations (UCT GSB, TPI, PRME and The Embedding Project), the members of the CSSI 2024 Organizing Committee and the CSSI Scientific Committee as well as the generous contributions from our sponsors.

Most of all, we are super excited to share this wonderful, painful, and beautiful city with you for a few days in early April!

See you then,

Sarita and Ralph



Graduate School
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PRME
CHAPTER AFRICA

Principles for Responsible
Management Education

**Embedding
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Day 1 – Wednesday 3 April 2024

Doctoral Consortium and PRME Annual General Meeting

	Executive Room (B Block)	Venue in B Block (tbc)
8:00 – 13:00	Morning Session - Doctoral Consortium	From 10:00: Session 1: PRME Annual General Meeting
13:00 – 14:00	Lunch for Doctoral Consortium and PRME participants @ GSB Protea Breakwater Restaurant	
14:00 – 17:00	Afternoon Session – Doctoral Consortium	Session 2: <i>Collaborating for impact: The imperative of business schools in Africa</i>
17:00 – 19:00	Welcome Cocktail for all conference participants with music by Mapumba Cilombo – GSB conference centre rooftop	



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Day 2 – Thursday 4 April 2024

Learning Journey Day

8:00 – 9:00	Registration – coffee / tea							
9:00-9:30	Introductory Plenary Session (GSB Conference Centre Auditorium) Introducing the learning journeys and setting the scene for the day							
9:30 – 10:00	Travel to learning journey sites							
10:00 – 15:00 Learning Journeys <i>(see annex for full descriptions)</i>	LJ1 Cross sector collaboration for inclusive public spaces <i>Hosts:</i> Marcela Guerrero Casas and Dustin Kramer (Local South) <i>Location:</i> central Cape Town	LJ2 Cross-sector collaboration for early childhood development <i>Hosts:</i> Nico Pascarel and Pierre Coetzer (Reciprocity) <i>Location:</i> Langa township	LJ3 Cross-sector collaboration in health care <i>Hosts:</i> Herman Grobler and David Grier (Cipla Foundation) <i>Location:</i> Cipla HQ and Mfuleni township	LJ4 Energy access in low-income communities <i>Host:</i> Josephine Musango (University of Cape Town Graduate School of Business) <i>Location:</i> Khayelitsha	LJ5 Partnering for food system change <i>Hosts:</i> Andrew Boraine and Tessa Chittenden (Western Cape Economic Development Partnership) <i>Location:</i> Philippi	LJ6 Collaboration at the V&A Waterfront <i>Host:</i> Heather Parker (SOLVE@Waterfront) <i>Location:</i> V&A Waterfront	LJ7 Building partnerships between economic and conservation support organisations <i>Host:</i> Lynette Munro (Nature Connect) <i>Location:</i> Kenilworth (tbc)	LJ8 Supporting innovation and entrepreneurship in Philippi Village <i>Hosts:</i> Bushra Razack and Vanessa Ramanjam (Philippi Village) <i>Location:</i> Philippi
15:00 – 16:00	Travel back to GSB – coffee / tea at conference centre at 15:30							
16:00 – 17:30	Interactive debrief and exchange (GSB Conference Centre Auditorium) – Moderators: Ralph Hamann and Rebecca Freeth Sharing perspectives and learnings from the visits – common themes, ideas, approaches							

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Day 3- Friday 5 April

Main conference day 1

8:00- 8:45	Registration – Coffee / Tea – GSB Conference Centre				
8:45 – 9:15	Welcome and Opening (GSB Conference Centre Auditorium)				
9:15-10:30	Plenary Keynote Panel Speakers: Barbara Gray, Sibongile Mkhabela, Mahmood Sondag Moderator: Luvuyo Maseko				
10:30 – 11:00	Coffee / Tea in Conference centre				
THEMATIC TRACKS	Knowledge and identity in collaboration	Collaboration to promote inclusion	Inclusion in the process of collaboration	Convening, envisioning, storytelling	Technologies, models, scenarios
GSB B Block	LT 04	LT 05	LT 06	LT 07	Executive room
11:00 -12:40 Parallel sessions	Framing cognition or identity Moderator: Jonathan Doh Reframing the tragedy of the commons in the era of grand challenges (Bertello , Ricciardi, Forliano, Bernard) We are gonna need a bigger frame: A frame alignment method to include diverse perspectives in transformative innovation (Margolis)	... in food systems Moderator: Scott Drimie Participatory program assessment of a resilience and food security activity in Zimbabwe: Analyzing youth and adult perspectives to improve relationships, services, and results (Mguwata , Chiromo, Jonson, Matsinhe) Alternative food systems and social alliances: The Valdivia-Antioquia Colombia case	Panel Conversation (online speakers/moderator) Working with communities: Can partnership brokering help to navigate power imbalances (and promote inclusion) Conveners: Leda Stott / Bulbul Baksi Moderator: Leda Stott Drawing upon experiences from different country and cultural contexts the panel will discuss whether partnership brokering and the	Convening and tensions Moderator: Marlene le Ber Building the boat while sailing – How orchestrators navigate member engagement tensions when building multi-stakeholder coalitions (Pfisterer , Maas) The role of orchestrators and catalysts in building and progressing cross sector partnerships: Evidence from South Africa (Szerb , Sehgal)	Technology and innovation Moderator: Annika Surmeier Building cross-sector collaborations for sustainable seafood supply chains: Using technology to support marginalised small-scale fishing communities in South Africa (Meyer , Luiz, Grutter, Parker) Cross-sectoral approach in ending technology facilitated gender-based violence - a global research (Daniel)

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	How Organizations in Cross-Sector Partnerships Reach A Compromise on Differently Perceived Social Risks (Fiske)	(Díaz, Monsalve, Ordóñez, Muñoz, Rodríguez, Marín) Driving sustainable dairy development in Kenya: Unlocking the power of cross-sector collaboration (Gitundu) Fostering Participation Across the Policy Cycle for Food Systems Transformation. Examples from across the world (FAO – TBC)	promotion of principle-based collaboration can make a difference in the navigation of power with and among marginalised communities, and how it might assist communities to express and make use of their own power. Speakers: Kwasi Amponsah Boateng Anindita Majumder Olukayode Soremekun (Sbaba) Peni Tawake	Difficult Conversations (De Villiers) The challenge of establishing cross-sector partnerships: Problematizing power asymmetry in the global south's water governance (<u>Abreu</u> , Nascimento, Studart)	Big Data Sharing in Cross-Sectoral Partnerships: The Cognitive and Social Grounds of Willingness to Share (Renzi)
12:40-13:50	Lunch in Conference Centre				
13:50- 15:30 Parallel Sessions	Workshop <i>Embedded Research Translation: Conducting contextual and relevant research for social impact through equitable academic – practitioner knowledge co-creation.</i> Convener: Priyanka Brunese / Chelsea Coakley In this workshop participants will first take stock of their power as academic researchers and practitioners in field, and will then engage in activities to re-imagine/ re-	...in environmental sustainability and climate action Moderator: Monicah Mbiba Co-creation of an eco-cultural corridor in the lower Eerste River Catchment, Western Cape, South Africa, to scale social impact: A case study of the Faure Community (Lewis) Cross Sector Partnership for Sustainability: Lessons from Lake Tana Watershed, Ethiopia (<u>Adego</u> , Waldmann,	Fostering inclusion in context Moderator: Anna Szerb Power imbalance in local corporate-community interactions: a human security perspective and evidence from Colombia (<u>Bojicic-Dzelilovic</u> , Martin) The role of political and cultural embeddedness of global healthcare innovations: A case study of global healthcare partnerships (<u>Karakulak</u> , Stadtler)	Panel Conversation <i>Working with powerful actors</i> Conveners – Jim Austin / Sarita Sehgal This panel will bring together actors who hold different sources of power to engage in authentic dialogue and exchange on how to navigate and transcend deeply entrenched power imbalances. Speakers from Business, Philanthropy, Government, and Civil society will briefly share their	Scenarios, Stories and visualization Moderator: Ralph Hamann Collectively re-imagining the future of polarised situations (Freeth) Blowing into the Embers, Sparking Substantive Change: Storytelling as the Key to Community Development (Mkhabela, <u>Pooe</u> , Magalela) Collective imagination and visualization for a desired future (Lin)

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	design the research lifecycle to intentionally embed translation and utilization of research in practice and policy.	Fetene, Tiruneh, Andarge, Terefe, Asfaw) Exploring cross-sector partnership structures for equitable local climate action: a qualitative study utilizing structuration theory (Samuel , Clarke, Isabu) Rural Action for Climate Resilience (Harding)	Erased from the table: Perils and pathways forward for CSSI in transformative innovation (Ganson) Fostering cross-sector collaboration to combat corruption in South Africa (Madonsela)	perspectives and experience before engaging in active discussion with the audience. Speakers Heena Brahmhatt Tim Conibear Caroline Kioko Adam Kendall	
15:30-16:00	Coffee / Tea in GSB B Block				
16:00 – 17:40 Parallel Sessions	Learning in collaboration Moderator: Andrew Borraine A Review of Learning in Sustainability-Oriented, Cross-sector Partnerships (Singh) Considering a Vital Pivot: Leveraging learning transformations at the nexus of biodiversity and economic growth (Stanberry) Learning Communities as a Sphere for World-Building: The Case of Venezuelan Migrants in Colombia (Gutiérrez Pérez , Gómez Cortés, Díaz Ramírez)	Panel Conversation <i>No one left behind? What role for business schools in enabling inclusive partnerships?</i> Convener: Rob Van Tulder This panel explores how to empower students, academics and practitioners at the same time. How to design inclusive approaches for teaching and research on effective cross-sector partnerships? What role for Partnership Portfolio Management. This panel will introduce a poster competition and share the experience of scholars on	Workshop <i>What does inclusion look and feel like, and who are we asking?</i> Conveners: Landisiwe Binza / Shazia Islamshah / Sarah Miller In this interactive workshop participants will explore inclusion from a variety of perspectives and consider individual and institutional barriers as well as strategies to address them. The conversational design of the session will promote active inclusion of all participants' views, experiences and insights.	Convening and power Moderator: Kay Lala-Sides Ensuring equal voice at a tilted table? An explorative study among partnership conveners about their role and practices in addressing power dynamics (Van Hille , DiVito, van Wijk) Building and sustaining collective power (Zerda) Cooperation at Eye Level in Multi-Stakeholder Partnerships: Preparing Guidance for Practitioners (Hemmati , Limbach)	Business model innovation Moderator: Camille Meyer Digitally Enabled Business Models for a Fair and Sustainable Energy Transition (Oja Da Silva , Bohnsack) Combining cross-sector partnerships with decarbonization tendencies, digitalization, and energy transition decentralization (Abreu , Siebra, Linneberg) Building Innovative Business Models and Sustained Capabilities for Rapidly Transforming Electricity Sectors: Conceptual

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	Inclusive Insurance Innovation Lab (Jones)	how to use the recently released book ‘Principles of Sustainable Business’ that is part of the PRME series. (www.principlesofsustainablebusiness.nl) Speakers Oana Branzei David Horan Amelia Clark Mumbi Wachira Luke Fisk		Power and partnership, the role of a collaborative intermediary in igniting transformative potential (Cullinan, Winkler)	Considerations and Preliminary Evidence from a Cross-Country Comparison of South Africa and Switzerland (Worch, Makiva, Kabinga) Frugal Innovations at the base of the pyramid: Inclusive Business models and partnering to leverage societal benefits (Kyejjusa)
17:45 – 18:30	Plenary Connecting Session – Moderator: Lea Stadtler				
Auditorium	Presentation of CSSI Lifetime Achievement Award by Barbara Gray				
18:45 – 21:00	 Conference Dinner at the Two Oceans Aquarium Brief walk from the GSB to the Aquarium Keynote talk on collaboration for marine conservation South African traditional music performance with Dizu Plaatjies and friends				

Main conference day 2

8:45 – 9:15	Plenary Connecting session (GSB Conference Centre Auditorium) – Moderators: Darian Stibbe and Sarita Sehgal				
THEMATIC TRACKS	Knowledge and identity in collaboration	Collaboration to promote inclusion	Inclusion in the process of collaboration	Connecting across divides	Examining impact
GSB B Block	LT 04	LT 05	LT 06	LT 07	Executive room
9:20 – 11:00 Parallel sessions	Knowledge inclusion and research-practice collaboration Moderator: Cynthia Rayner Advancing diversity, equity, and inclusion accountability in knowledge mobilization: Insights from a cross-sector action research partnership (Cornelius-Hernandez) Dynamics of power and inclusion / exclusion in collaborative interdisciplinary research teams (Freeth) Better understanding and evidencing the processes and outcomes of community engagement with global health research (Bladon)	... in the workplace and labour markets Moderator: Jill Bogie Fostering sustainable partnerships: A systemic approach linking TVET college system and the automotive industry in South Africa (<u>Burmeister</u>, Patel) Networking power: A partnering model for achieving inclusive decision-making between government and grassroots (Paterson) Exploring the effects of menstruation leave (Mother's Day) on the representation and retention of women in Zambian organizations (Chirwa)	... in grant-making and international development Moderator: Brian Ganson Shifting power through flexible grant making: Experiences of a feminist fund in Uganda (Afoyomungu, <u>Bogere</u>, Tamale, Mbabazi) Demystifying partnerships between international development actors and private sector organizations: Multi-case study of USAID's private sector partnerships (<u>Brunese</u>, Yih) Drought and small-scale farming: Coping mechanisms and the needs for adaptation and mitigation in Kenya's Narok	Panel Conversation <i>Advancing sustainability and climate action through collaboration with African universities</i> Convener: Mumbi Wachira PRME Chapter Africa This panel will explore the opportunities African universities have as brokers and catalysts for cross-sector collaboration on sustainability and climate action on the continent. The discussion will focus on opportunities for joint efforts in research, curriculum development, community engagement, and institutional operations to promote sustainable practices, drive ambition towards achieving the SDGs and address regional challenges.	Exploring impact and value of collaboration Moderator: Cecile Feront Results of multi-stakeholder partnerships: Social, ecological and economic impacts at the local level (<u>Hemmati</u>, Limbach) Appropriating relational value from collaborative networks for sustainability (<u>DiVito</u>, Good, van Wijk, van Hille, Lam, Martina, Wakkee) Countervailing idealism: The dark side of cross-sector partnerships (<u>Stadtler</u>, MacDonald, Knight, Hustad) Unpacking the ephemeral impact of philanthropic

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	From intent to action: Embedding organizational practices of equity, diversity, inclusion & decolonization in leadership (<u>Le Ber</u> , Fryday-Field)	Rethinking partnership models for greater impact: lessons from the Year Beyond programme (Boulle)	and Nakuru counties (Falkenberg) Articulating social alliances in post-disaster reconstruction situations: The case of Presentes in Medellín – Antioquia, Colombia (Diaz, <u>Ordóñez</u> , Monsalve)	Speakers Rob Van Tulder Priyanka Brunese Jim Austin	initiatives in sub-Saharan Africa (Kioko)
11:00 – 11:30	Coffee / Tea				
11:30-13:10 Parallel sessions	Panel Conversation <i>Embracing both learned and lived experience within CSPs for social change</i> Convener: Tad Khosa (tbc) Description tbc Speakers: (tbc)	... in local development/resilience Moderator: Gill Cullinan Partnering for impact: Transformative social innovation through an intermediary organisation (Mayson) Grassroot-level Brokering: From Transactional to Transformative Cross-sector Social Partnerships (<u>Mahanti</u> , Pedersen) Sensemaking to Enable Sustainable Development: Shared and contested notions of the Global Goals in local implementation (<u>Murphy</u> , Stanberry)	Researchers and universities as catalysts for collaboration Moderator: Barbara Gray African universities as enablers of social innovation and sustainable development: a partnership perspective (<u>Surmeier</u> , Leger, Littlewood, Hamann, Awor, Kwakye, Holt, Doherty, Bignotti, Lashitew) Researchers convening dialogue to address grand challenges: Affordances and tensions (<u>Hamann</u> , Nilsson, Drimie, Freeth) Cross-sector partnering and sustainability transitions:	Complexity, goal heterogeneity, and global-local linkages Moderator: Iteke van Hille Tackling grand challenges: Coping with institutional complexity in tri-sector partnerships (<u>Weber</u> , Grewe-Salfel, Goebel, Vogel, Herbert) Strategies and challenges to implement SDG13 and its connections: A comparative study of multi-stakeholder partnership responses to a governance-by-goals approach (Fast) Participation and inclusion in transnational multi-	Panel Conversation <i>Assessing CSPs' Societal Impact: Understanding the past and shaping the future</i> Convener: Lea Stadtler Moderator: Rebecca Freeth How can partnership practitioners and scholars learn from each other when it comes to assessing CSPs' societal impact and what should the future of CSP evaluation look like? Speakers: Lea Stadtler Jonathan Doh Sarita Sehgal Georgia Bladon

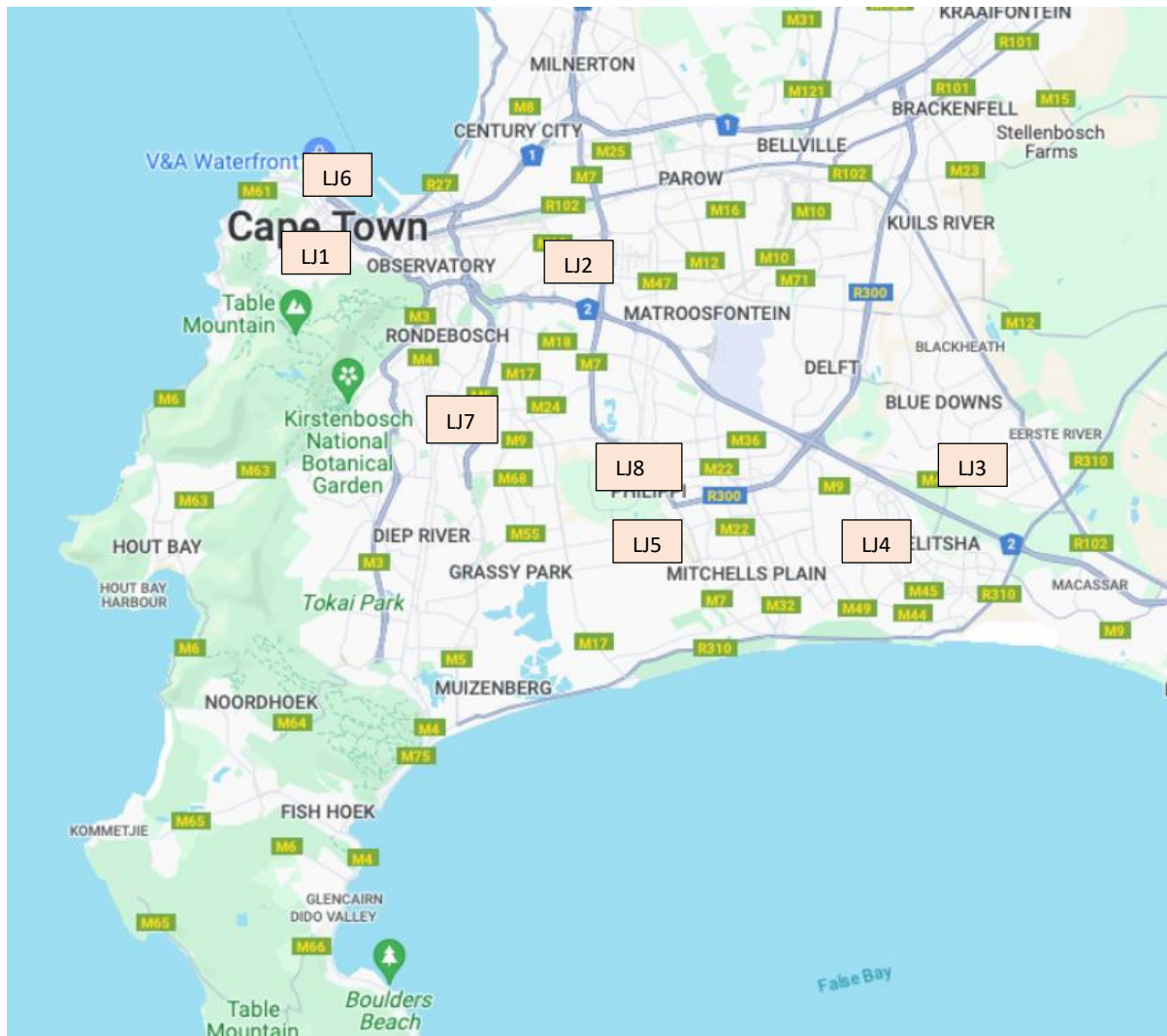
		Bouncing back the same way? The role of cross-sector social interactions for equitable business resilience (Nussbruch)	Examining University-directed multi-sector organising for decarbonisation in the shipping industry (<u>Knight</u> , Norris)	stakeholder partnerships for sustainability (Horan) How multi-stakeholder partnerships can achieve transformative effects (Wanner)	
13:10– 14:15	Lunch in Conference Centre				
14:15 – 15:55 Parallel Sessions	Decolonizing relationships and grappling with history Moderator: Lori di Vito When the story (rather than the impact) remains at the centre: Uncovering colonial rraces in business-NGO partnerships (<u>Becker</u>, Stadler) The relational work of heterogenous collectives (Rayner) Facing the demons of the past: Grappling with collective trauma in a multi-stakeholder process (<u>Jones</u>, Hamann, Sehgal) Understanding community-level contestation in processes of intermediation between traditional	... in supply chains and entrepreneurial ecosystems Moderator: Oana Branzei Towards empowering social enterprises in social procurement partnerships (Turkina) Informal – formal sector interactions: Challenges and opportunities from India’s e-waste management systems (Bhaskar, <u>Griffin</u>, Radulovic) Mismatch in African entrepreneurial ecosystems: how to cater to smallholder farmer entrepreneurs? (<u>Derks</u>, Romijn, Knorringa)	Partner selection and portfolios Moderator: Amelia Clarke Partner selection in cross-sector collaboration: Why an environmental NGO may not prefer to partner with the greenest firms (<u>Norheim-Hansen</u>, Donmez) Configuring partnership portfolios for enhanced sustainability performance: A QCA analysis (Dzhengis) Fostering Intersectoral Collaboration in Madagascar through the Population Health Environment (PHE) Network (Andriamalala)	Leadership and boundary-spanning Moderator: Helena Knight Exposing the hidden effect of Galvanism during Cross-Sector Collaborations (Lala-Sides) Interorganizational collaboration and leadership: a 10-year conceptual journey (Bos) Exploring the roles of boundary spanners in multi-stakeholder partnerships: a multiple case study investigation in the Agro-Processing Industry of South Africa (Pillay) All hands on deck (Webb)	Workshop <i>That’s all very well in practice, but it will never work in theory</i> Conveners: Priyanka Brunese / Darian Stibbe This engaging session will explore (1) where are the mismatches in theory and practice of CSPs (2) what are the causes for those mismatches? (3) what can we do to bridge theory and practice going forward? Using round table discussions and hands-on activities the goal will be to identify ways to promote evidence-based practice and practice-based theory.

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	communities and mining companies: A relational justice perspective (Makaula)	Differences in entrepreneurial ecosystems: Implications for entrepreneurship training in Africa (<u>Derks</u> , Bidmon) Power and Inclusion in Collaborating for Entrepreneurship (Purdy)			
16:00 – 16:30	Coffee / Tea in Conference Centre				
16:30 – 18:00	Interactive plenary session				
Closing Plenary	Speakers: Monicah Mbiba and Andrew Boraine (TBC) Moderator: Nicole Banister Integrating insights from the learning journeys, conference sessions, and open interactive space to generate ideas for the way forward and recommendations for research and practice Closing remarks				

Annex: 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.



Learning Journey 1: Cross sector collaboration for inclusive public spaces

Cities in the global south are experiencing rapid urbanization and no single actor can address the myriad challenges this brings. Cross-sector collaboration is essential to achieve sustainable development. Public space in Cape Town is often viewed as unsafe or unkempt. Many spaces are underutilized, lack public ownership, and can be exclusionary. Against this backdrop, this learning journey will engage with actors playing a role in the improvement of different sites across the city and will create a space for an open conversation about opportunities and challenges, with a focus on inclusion and power dynamics.



In the morning, we plan to visit three specific sites. One of these is Church square, which has a troubling history in Cape Town's slave trade and is now a national monument. Over the years, there have been attempts to revitalize the space through temporary infrastructure, events, and discussions; but a clear shift in the use of the space has become evident only recently, and we will explore the likely reasons and contributing actors and actions.

In the afternoon, the group will focus on the role of City Improvement Districts (CIDs) as a form of cross-sector collaboration. Some CIDs in Cape Town are pushing boundaries to go beyond the traditional focus on public safety to address homelessness, informal trade, and public amenities. Representatives from different CIDs will join us on a walk about in the City Centre to discuss how CIDs can go beyond security and cleaning, showing innovative examples of private involvement and collaboration in improving the public realm.

Guiding questions for the learning journey include:

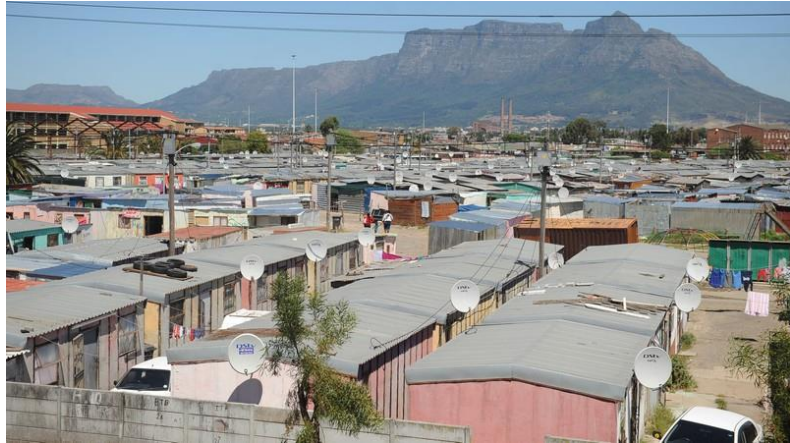
- Who is involved in such collaborative efforts and why; and who else might be involved?
- What role could researchers play in deepening collaboration for public space improvement?
- What is similar or unique about the challenges of public space collaboration in the South African context in comparison to other places?

About the hosts:

Our hosts are Marcela Guerrero Casas and Dustin Kramer, co-founders and directors of Local South, a prosocial company that supports locally driven approaches to urban sustainability, working to create dynamic and liveable cities in the global south. Marcela was born and raised in Bogotá, Colombia, and has lived and worked in South Africa since 2006. Marcela is a co-founder and former managing director at Open Streets Cape Town, and she is a member of the World Economic Forum's Global Council on Mobility. She holds a Master's in Public Administration and International Affairs from Syracuse University and has worked in policy and advocacy for over a decade. Dustin Kramer is from Cape Town, South Africa. After leading one of the city's key social movements for urban equality, he was awarded a research and writing fellowship by the Social Change Initiative and then worked as a full-time international advocacy consultant. Dustin holds an MPhil in Politics from the University of Oxford, and a Bachelor of Social Science (Honours) from the University of Cape Town.

Learning journey 2: 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.

Learning journey 3: 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.

Learning journey 4: 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.

Learning journey 5: 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.

Learning journey 6: 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.

Learning journey 7: 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

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.

Learning journey 8: 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.

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.