



**WESTERN CAPE**  
Economic  
Development  
Partnership

# WAY FORWARD

Recommendations arising from the review of  
the South Cape Economic Partnership  
(SCEP)

| 04 December 2019

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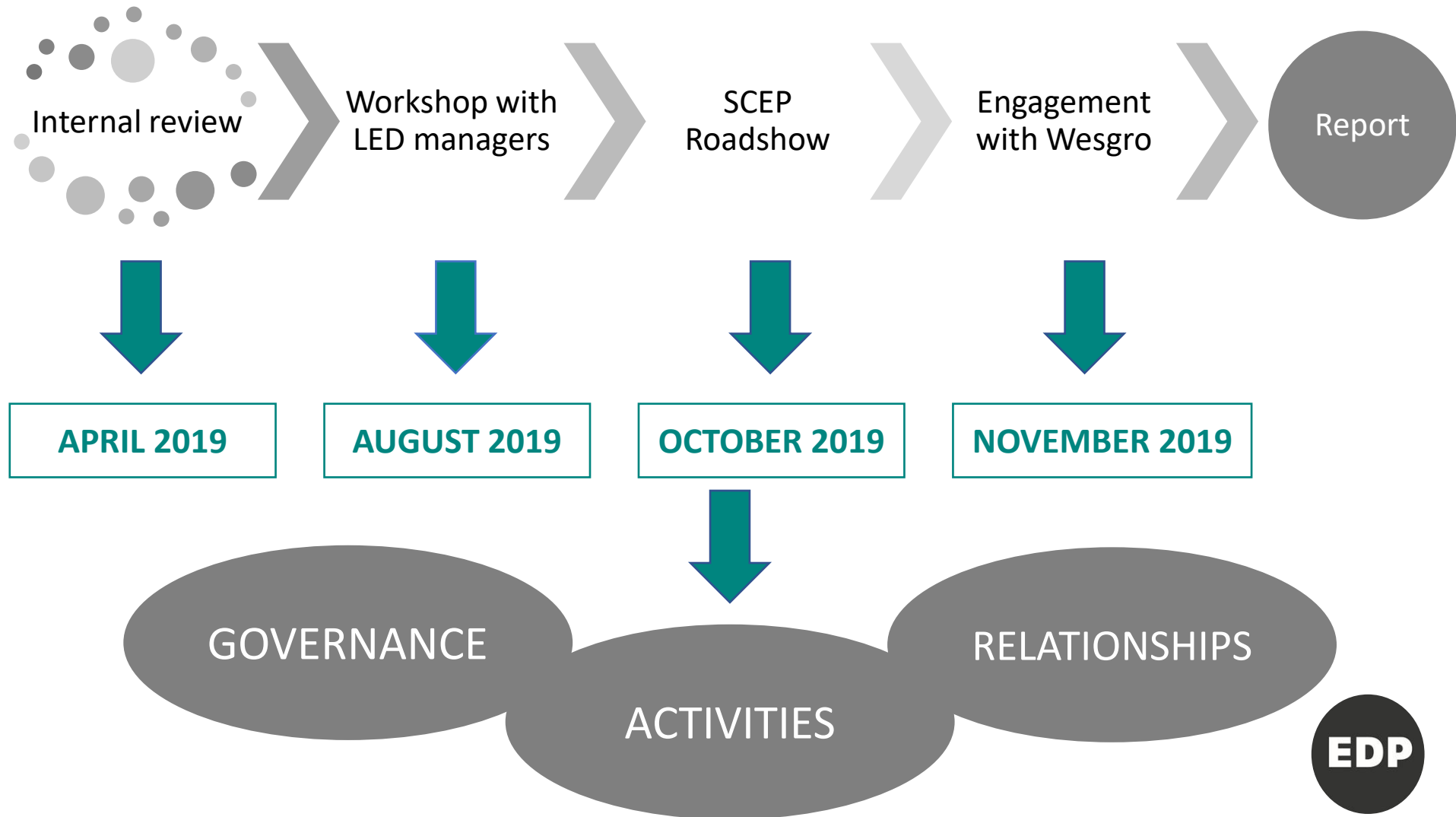


# Background and process

# Background to the SCEP review

- Established in 2015, SCEP was created to:
  - Promote and support **collaborative leadership** and **shared growth** within the economic delivery system
  - Serve as a vehicle towards developing **strategic collaboration** and partnerships
  - Facilitate **constructive interaction** between key stakeholders
  - Be a channel for **managing conflict** and for **communication**
  - Provide a platform for the **formulation of solutions**.
- EDP, as the core funder, identified the need to evaluate the structure's suitability for the Garden Route's current context

# Informants into the review





Recap of partnering approach

# Recap of partnering approach

- Start with the *system*, not the *mandates*
- You need to be able to *manage* what you control directly and *influence* those things you have no control over
- Differentiate between role of the partners (to deliver on their mandates *in a collaborative manner*) and role of the partnering platform (identify a common agenda, facilitate joint action, share knowledge, building partnering capacity)

# Regional partnering approach

- Works best when local issues of regional significance and regional issues of local significance are combined
- Differentiate between the *District* (municipality) and *district* (territory, including people, assets, resources, institutions) - and *Local* and *local*...
- Includes *whole-of-government* and *whole-of-society* approach
- Join 'top-down' *authorising environment* and 'bottom-up' *mobilising environment*
- Focus on *implementation*, not just dialogue and 'coordination'



# Integrated approach to regional economic development

- An effective regional economic growth strategy combines *promotional activities* (trade, investment, tourism, etc), *system improvement activities* (getting the basics in place) and *development activities* (quality and distribution of growth)
- It also combines *risk mitigation* (system performance) and *reputation enhancement* (what the region is known for)



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# Key issues identified

# Key issues identified

**Need for more involvement from private sector and other spheres of government**

**Need to communicate the value of a collaborative, regional approach**

**Need to streamline the current SCEP structure**

**Need for a common vision and set of goals and priority areas for the region**

**Need to clarify the correct process through which municipalities can fund SCEP**

**Need to develop a common understanding of the role of a regional partnership like SCEP**



Recommendations

# 1: Rename SCEP to suit the current context

- Proposed new name is the **Garden Route Development Partnership**

This will:

- Align the structure with the recent name change of the District
- Allow the partnership to focus on a broader set of cross-cutting development issues and systems that underly the development of a sustainable and inclusive economy, rather than more narrowly focused ‘growth sectors’ and ‘economic projects’

## 2: Include capacity building activities into the new model

- EDP experience shows that integration of applied partnering and capacity building activities into programmes yields greater collaboration impact
- Capacity building will be focused on building adaptive leadership capabilities and collaborative capacity of officials
- Capacity building should be targeted at MMs, members of EMT, councillors and Steering Committee members

# 3: Position SCEP/GRDP as the delivery vehicle for the GRG&DS

- The EDP is currently developing the Garden Route Growth and Development Strategy on behalf of the District
- To enable its success, the GRG&DS needs a strong implementation model, based on principles of collaboration
- Similarly, it is important for SCEP/GRDP activities to be aligned to local priorities of regional impact and regional priorities of local impact
- Aligning the work of SCEP/GRDP with the GRG&DS will ensure a coordinated approach to local and regional development in the Garden Route

# 4: Revise the structure of the steering committee

- The current Steering Committee is too large and creates a top-heavy structure, with poor decision-making capabilities
- A smaller Steering Committee made up of representatives of the contributing municipalities and the EDP should be established to guide the strategic direction of SCEP/GRDP
- The current steering committee should be repurposed as a stakeholder engagement forum with the purpose of sharing information and updating stakeholders on SCEP/GRDP work



# 6: Position SCEP/GRDP as a model for a district approach

- SCEP has already influenced the development of National Government's District Coordination Model
- The work of SCEP/GRDP needs to align with the WCG's Joint District Approach (JDA)
- The SCEP/GRDP needs to be able to engage with the WCG Garden Route interface team, as well as with the Wesgro District Unit to ensure an aligned and coordinated regional development approach across spheres of government

# Proposed process moving forward

There are 3 fundamental shifts required:

**The name change of the platform from SCEP to GRDP would need to be clearly communicated to all stakeholders**

**The current Steering Committee would need to be reconstituted to reflect the new structure**

**The current workgroups and focus areas would need to be restructured to be aligned with the emerging priorities of the GRG&DS**

JAN 2020



JUNE 2020

**TRANSITION PHASE**

**EDP**