

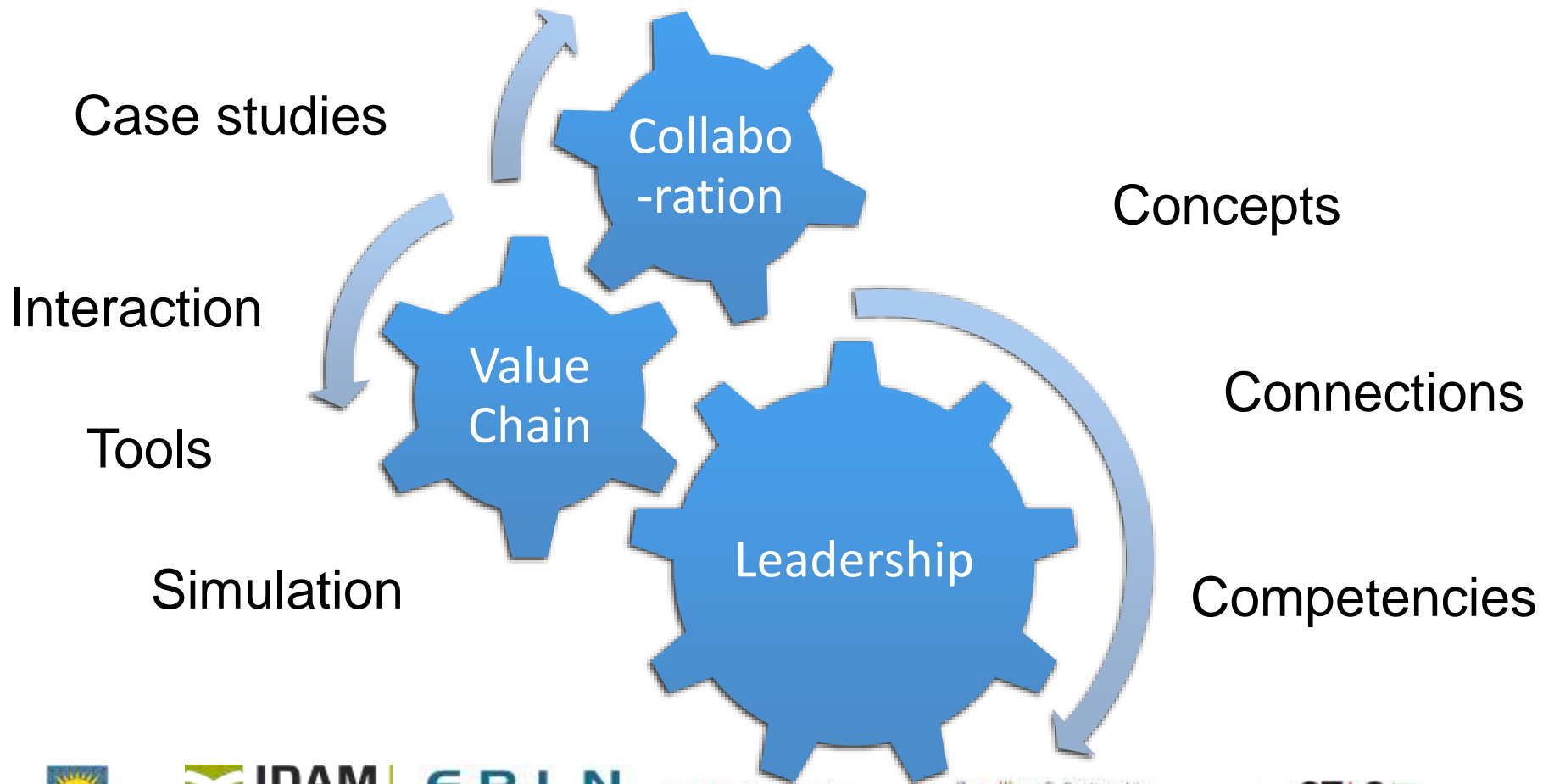


Eastern Cape Agricultural Value Chains and Regional Economic Development

Purpose

- To build better understanding of value chains as tool for development
- To grow understanding of the role of public sector as an enabler of economic development and value chains
- To improve skills in facilitating collaboration and partnership amongst different roleplayers
- To create an opportunity to network with other practitioners

Programme approach



Introductions

- Think of an occasion when you were part of a group that worked very well together and achieved success. What was the “magic ingredient” that made that team work. Describe this in one word.
- Introduce yourself – name and organisation – and share your word.



The Marshmallow Challenge

The Marshmallow Challenge

- Build the tallest freestanding structure
- The entire marshmallow must be on top
- Use as much or as little of the materials (20 spaghetti sticks, roll of tape, string and marshmallow)
- You can break up the spaghetti, string or tape
- The challenge lasts 18 minutes

What did we learn?

- Teamwork?
- Collaboration?
- Leadership?
- Creativity?
- Ideas generation?
- Energy?
- Learning from experience?



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Arise
Arise
Arise
Garden of Eden
2008-2010

Lessons

- Kids are more successful than business students
- Prototyping matters – teams that practise ‘learning as you go’ are more successful than those that spend much time planning before building
- Team diversity is important – teams with facilitator do better
- Background knowledge can be important - architects and engineers consistently do well
- Rewards for high performance sometimes has opposite effect

The Problem of the 17 Cows



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When collaboration clicked?

- In tables, each person to share an experience briefly where collaboration really clicked?
- Share in groups one thought about what made that happen?
- Each group to share 2 catalysts of successful collaboration

Collaborative leadership



Archer and Cameron

Framing the Challenge

Problem statement – Swimming Upstream

- Rural regions lack agglomeration advantages, economic diversification and stakeholder platforms (universities, business chambers, global corporations) typically present in major urban areas that are key drivers of sustained economic growth

The strategy

- Deliberate and conscious process to link lagging regions to their nearest regional economic centre through building capacity and vehicles for collaboration and innovation in key sectors

CACADU EXAMPLE

- Large rural district centred on Nelson Mandela Bay Metro with arid declining hinterland and growing coastal strip
- Strong focus on innovation systems linking industry, agriculture and HEI with focus on agri-economy:
 - Natural Fibre Cluster – linked to innovative beneficiation of pineapple, agave, (from low tech community craft applications to hi-tech natural fibre composite development for motor and aeronautical industry)
 - Renewable energy initiative – to maximise opportunities of wind potential : Cacadu now largest site for major wind investments
 - Land restoration programmes (as major job creators with carbon credit potential)
- Extensive exploration of cross boundary alliances and extending focus of regional action provincially or nationally
 - Regional fibre cluster reconstitutes as provincial fibre cluster
 - Extensive partnering with East London and Coega IDZ
 - Small Towns regeneration initiative with AHI and GIZ
 - BCDA (based in Somerset East) partnership with Wits School of Aeronautical Engineering to develop Skywake – SA’s first fully locally designed sports aircraft.



Collaborative regional economic innovation cycle

Stages	Partnerships	Innovations
1. Ploughing Platform creation	<ul style="list-style-type: none"> Stakeholder mapping Identify sources of energy Organise dialogue 	<ul style="list-style-type: none"> Inventory of local innovation Identify synergies and potential value chain links to surrounding geographic regions
2. Planting Opportunity generation	<ul style="list-style-type: none"> Identify other potential partners and sources of expertise 	<ul style="list-style-type: none"> Value chain and market opportunity scanning within the local economy which would draw it into the broader region
3. Watering Programme consolidation	<ul style="list-style-type: none"> Formalise programme partnership Identify champions 	<ul style="list-style-type: none"> Filter possibilities into focused portfolio Quick wins

Collaborative regional economic innovation cycle

Stages	Partnerships	Innovations
<p>4. Weeding Filtering and fast-tracking</p>	<ul style="list-style-type: none"> • Consolidate relationships with knowledge partners • Link with funders and investors 	<ul style="list-style-type: none"> • Feasibility and business plan development • Assessing competitiveness of lead projects and addressing knowledge gaps
<p>5. Harvesting Strategic implementation</p>	<ul style="list-style-type: none"> • Structure project partnerships • Formalise funding deals 	<ul style="list-style-type: none"> • Acceleration via market, technology and network intelligence
<p>6. Pruning and replanting Review and refocus</p>	<ul style="list-style-type: none"> • Add, consolidate and conclude partnerships • Source renewed funding 	<ul style="list-style-type: none"> • Extracting the lessons • Translating the innovations to other sectors/initiatives

Creating collaborative environment (Kline)

Attention

- listening with palpable respect and interest, and without interruption. The quality of your attention profoundly affects the quality of the other person's thinking.

Equality

- Treating each other as thinking peers; giving equal turns and attention; keeping agreements and boundaries. Even in a hierarchy people can be equal as thinkers - this is as true in families as it is at work.

Ease

- Offering freedom from internal rush or urgency. Ease creates; urgency destroys.

Appreciation

- Offering genuine acknowledgement of a person's qualities; practicing a 5:1 ratio of appreciation to criticism (if not during your conversation, over the course of your relationship)



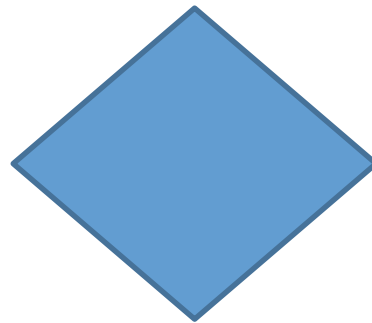
Practices of Dialogue (Isaacs)

Voice

Speak courageously
and honestly from
one's authentic self

Suspend

Step back to see
what is taken for
granted



Listen

Focus on truly
understanding what
the person is saying

Respect

Honour legitimacy of
another's stance and
point of view



Listen to understand

- What is the person saying? What ideas do they want to get across? What are they feeling now? What is important to them? What does this mean for them?
- What can I learn from them? What have I been missing?

Respect all

- Attribute positive motives and constructive intent to each participant.
- Appreciate all that is good about them, all that you share in common with them, and all they can contribute.
- Allow for differing viewpoints and learn all you can from them.

Suspend judgment

- Defer forming opinions, jumping to conclusions, quick fixes, and assigning blame.
- Allow inquiry to displace certainty.
- Defer your certainty while you explore doubt and new possibilities.
- Embrace your ignorance. Acknowledge what you don't know and don't understand.

Speak your voice

- Contribute your insight to advance the dialogue.
- Be patient and gather your thoughts
- What is most important to express now? Offer your insights. Share how you feel, what you don't know, and your own doubts and concerns.
- Speak courageously from your own authentic voice. Speak your truth.