

**LEADERSHIP AND PARTNERSHIPS – A SOCIAL  
SECTOR DEVELOPMENT PERSPECTIVE**

**BY**

**MLAMULI DELANI K MTHEMBU**

Submitted in partial fulfillment of the academic requirements  
for a degree of Master of Science  
in the  
Leadership and Innovation Degree  
At the  
University of KwaZulu-Natal  
Durban  
January 2009

**Supervisor: Mr Stan Hardman**

## **ACKNOWLEDGEMENT**

I wish to express my deepest gratitude to the following special people who made this study come to fruition:

- To the ALMIGHTY GOD for His love and the faith and hope He has given me unconditionally.
- To my supervisor, Mr Stan Hardman, and other examiners for their advice, guidance and support.
- To my wife, Mthokozisi, the children and my extended family for their understanding and patience during the hard times. My son, Philani Mthembu, freely provided company and wise insights during our late-hour sessions.
- To all friends and colleagues who graciously allowed me to enter their personal and professional space for opinions, dialogue, debates and experiences that made this study a reality and a joy to undertake. A special thanks to Collin Hall who allowed me to tap into his insight into energy survey, which deepened my research argument.
- To Helen Hopewell, Tshidi Mokoena, Dr Ntokozo Mthembu, Nelly Zondi, Sifiso Hadebe and all who contributed immensely on the technical side by typing, setting and editing this dissertation for their immense patience, dedication, passion and professionalism in preparing this thesis.

## **DECLARATION**

I, Mlamuli Delani Kuthula Mthembu, declare that this research report is my own work. I have acknowledged all the sources used for the advancement of my opinion and contribution. This is submitted in partial fulfilment of the Master of Science in Leadership and Innovation degree at the University of KwaZulu-Natal. It has not been submitted for any degree or examination at any other institution.

Mlamuli Delani Kuthula Mthembu  
January 2009

## **ABSTRACT**

### **Leadership and Partnership - A Social Sector Development Perspective**

The focus of the study falls into leadership development in the social sector as it pursues sustainability of organisations through strategic partnerships that add value and impact. The research uses the context created by the establishment of the National Development Agency (NDA) because of its pivotal role as the only agency mandated to address poverty and its root causes. The research, however, also looks at other case studies from four non-profit organisations located in distinctly different social contexts and serving diverse stakeholders for practical, empirical purposes.

The problem statement that informed the study is based on the following questions: (1) Can social partnerships develop and nurture greater, effective leadership and create organisational sustainability? (2) If so, what are the leadership behavioural traits or characteristics that provide support for sustainability through partnerships?

Leadership in this study has therefore been narrowed down to those elements and characteristics that add value to building social entrepreneurship, sustainability, self-reliance, cooperative accountability and governance through partnerships. Leadership and partnerships enable people and organisations to tap into the inner-human potential of networks, which as a result build robust and vibrant communities.

The study endeavours to suggest practical ways in which leadership and partnerships can enhance social development in an otherwise complex, but developing, transforming and growing sector. Alternative options to enhance partnerships are also explored in order to contribute to a search for knowledge and to gain some understanding to the current social leadership and partnerships dynamics in a post-apartheid era, which may directly or indirectly impact on the private, public and civil society sectors.

The research methodology and design used for this study were qualitative and quantitative in nature using interviews and discussions with strategic leaders. An analysis was made in order to establish a theoretical base that would provide insight into the topic under research. The outcomes of the study provide a conclusion that leadership and partnerships form the bases for social enterprise and sustainable development to ensure sustainable and vibrant partnerships. In this discourse, leadership has evolved from situational leadership to a competency-based and character-based model. The study concludes by defining five broad leadership elements that create partnerships and sustain organisations: These are: relationships, trust, sustained dialogue and conversation, social compact and principle-based leadership.

## **DEDICATION**

Firstly, this dissertation is presented in honour of my mother, Duduzile Mthembu, and my late father, Wilmot Thokoza Mthembu, who both planted the seed for self-discovery and dedication for the betterment of society.

Secondly, to the late Bishop Lawrence Buthelezi and the late Rev. Canon Peter Leonard Biyela, whose early teachings and abundance of knowledge shaped my selfless passion for community service and development.

Lastly, to Bishop Mvume Dandala, whose leadership and guidance when I worked with him at the South African Council of Churches in the early nineties demonstrated a prophetic and visionary leadership. The experience deepened my resolve to serve the poor and the downtrodden with passion and courage.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>iii</b>
<b>ABSTRACT</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>CHAPTER 1 - INTRODUCTION</b>	
1.1 Background .....	8
1.2 Problem Statement.....	11
1.3 Research Questions: Context and Challenges.....	12
1.4 Outline and Aim of the Research.....	16
1.5 Research Expectations .....	18
1.6 Research Outcomes.....	19
1.7 Conclusion .....	19
<b>CHAPTER 2 - LITERATURE REVIEW AND DEFINITION OF CONCEPTS...</b>	
2.1 Introduction.....	22
2.2 Theoretical Base: Leadership and Managing Partnerships.....	24
2.3_ Concepts, Praxis and Reflection .....	33
2.4 Leadership and Partnerships through Team Coaching .....	40
2.5 Leadership Dynamics and Perspectives for Sustainable Development .....	45
2.6 Conclusion .....	50
<b>CHAPTER 3 - CONTEXTUAL BACKGROUND AND REFLECTIONS ON TARGETED CIVIL SOCIETY ORGANISATIONS</b>	
3.1 Introduction and Background .....	52
3.2 Not-for-Profit Development Sector Ecolution.....	53
3.3 Reflection on the Public Sector Performance on Sustainable Development .....	54
3.4 Challenges, Complexities and Constraints .....	57
3.5 Managing Complexity: Case Studies on the NDA and MDIC.....	64
3.6 Conclusion .....	70
<b>CHAPTER 4 - RESEARCH DESIGN</b> .....	
4.1 Introduction.....	72
4.2 Rationale for Research.....	73
4.3 Design and Description of Research Model .....	74
4.4 Research Paradigms and Principles .....	75
4.5 Research Paradigms and Tools .....	75
4.6 Validity and Reliabilty of Data.....	78
4.7 Interpretation ans Application.....	78
4.8 Conclusion .....	81
<b>CHAPTER 5 - DATA COLLECTION AND ANALYSIS</b> .....	
5.1 Introduction.....	82
5.2 Data Collection Process .....	82
5.3 Data Presentation and Analysis .....	83
5.4 Data Interpretation .....	90
5.5 Conclusion .....	94

<b>CHAPTER 6 - SUMMARY, FINDINGS AND RECOMMENDATIONS</b>	
6.1 Introduction.....	96
6.2 Research Findings and Value Add.....	97
6.3 Reflection, Learnings and Findings .....	100
6.4 Summary .....	104
6.5 Recommendations.....	105
6.6 Further Research Challenges and Possibilities .....	107
6.7 Conclusion .....	108
<b>REFERENCE</b>	<b>112</b>
<b>LIST OF TABLES</b>	<b>119</b>
<b>APPENDICES</b>	<b>123</b>
<b>APPENDICES</b>	<b>123</b>

# CHAPTER 1 – INTRODUCTION

## 1.1 Background

South Africa's history would be incomplete without its multiple social formations which have been established over centuries and which have contributed immensely to the evolution of socio-political dynamics in this country. Economic growth has been at the core of this history and like all other countries in the world, it is one of the foundations for such evolutions within the socio-political context. Whereas, economic growth is quite a broad concept, this study will identify and focus mainly on specific types of development programmes that are key to meaningful and sustainable economic growth particularly in the post-apartheid era. These programmes have been consciously and deliberately selected as they aptly demonstrate the issues that I would like to argue about in this research. These include the following with details in Appendix 9.4: (1) Spatial Development Programmes, (2) Infrastructural Programmes, (3) Agricultural and Tourism Programmes, and (4) Social Enterprise Development Programmes. These issues address the role of leadership and strategic partnerships in ensuring sustainability of organisations for the purposes of socio-economic development – more so since such programmes constitute a huge capital investment from government and donor agencies.

According to the Gilliomee and Mbenga (2007), the pre-democracy era was characterized by a development sector that was in a state of disarray, and that was permeated by evidence of failures and missed opportunities. Most international donor agencies subsequently responded to these past challenges with initiatives that were according to Korten (1990) mainly aimed at accelerating economic growth, based on assumptions that the poor would be automatically accommodated by rising incomes and job opportunities. However, as the ASGISA report of 2006 and UNDP report of (2003) such initiatives have not quite succeeded in addressing the real causes of human suffering and the eradication of poverty.

During the apartheid years, the state was interventionist in the development sector with the aim of influencing the structure and relationships of service delivery. The vehicle of service delivery was driven by the state and in some cases carried out by the churches and private organisations. These organisations were generally focusing on the poor sectors of society and as such were more poverty-oriented. For De Wet, Freemantle, Brink and Koeman (2007), the civil society organisations such as the South African Council of Churches (SACC), Kagiso Trust (KT), Urban Foundation (UF), READ Education Trust, the Development Bank of South Africa (DBSA), Independent Development Trust (IDT) and Joint Education Trust (JET) put more political pressure on the state even though they did not possess a formal platform for dialogue. Hence, as Landsberg (2004) argues they became an alternative voice of reason and moral authority against



the prevailing formal authority of the day. However, while many Community Based Organisations (CBOs) and Non-Governmental Organisations (NGOs) were very influential in their dealings with the state they were nevertheless poorly managed.

After the first democratic non-racial elections in 1994, the state committed itself to the Reconstruction and Development Programme (RDP) as a policy framework for development. The RDP created a point of reference for the non-profit organisations. This framework became the foundation for an integrated, coherent socio-economic policy to mobilise South African citizens and other critical stakeholders. However, “in 1996, two years into the tenure of the new government, it was decided that a new neo-liberal macro-economic programme, the Growth, Employment and Redistribution Strategy (GEAR), replace the RDP” (Landsberg, 2004: 17). Since then a number of critics have believed that the economic policy orientation of the state has become more liberal and highly influenced by globalisation dictates. In addition, donor agencies have cut back on funding for social development programmes like education, welfare and health as funds were redirected to government coffers through bilateral aid. In response, government’s emphasis shifted to economic growth through its GEAR policy, SME and BEE interventions to impact on the ownership, market concentration and access to economic opportunities including measures such as privatising state assets and pursuing stringent tender processes. Hirsch, (2005) concurs with Landsberg when he attests that that “this approach was influenced by the Third Way Group of Leaders who believe that resources should be garnered through market-led growth, with the state playing an assertive role in addressing poverty and inequality in society” (Landsberg, 2004: 18). The above new approach has propelled a number of civil societies towards survival means as they lost their share and had to reinvent themselves. In fact, according to De Wet et al, (2007), unfortunately, those that struggled had to discontinue their operations.

The Johns Hopkins Comparative Non-Profit Sector Study (Swilling and Russell, 2002) provides a broader operational definition and understanding. According to this study, the defined central role of the non-profit sector is “social watch” and service delivery. The definition includes other operational characteristics such as: (1) Organised groupings with persistent goals, structures and activities. (2) Private or government structures that can independently receive financial support everywhere, (3) Self-governance in terms of their own activities and in accordance with their own procedures and not dictated by external/outside entities, (4) “Non-profit” as an adjective is used to advance the objectives of the organisations and compensation is offered for actual services rendered, and (5) “Voluntary” is used in terms of operational management, non-compulsory contributions and membership. This includes cooperatives, stokvels, burial societies and religious organisations.

With a democratic state in place, there is a growing new category of governmental non-governmental organisations (GONGOs) that are created to complement the state and serve as instruments of government policy and programme implementation. Such organisations are independent yet their shareholders and mandates are government-directed and influenced.

In spite of all the great advances made in the non-profit sector since 1994, Dimant, Lebone and MacFarlane (2007), argue that there has not been considerable improvement as far as poverty eradication; employment opportunities, transformation, skills development and equality are concerned. In fact, according to the ASGISA Report, (2006), there are still numerous challenges, and a number of structural problems stand in the way of achieving sustainable development and meeting the Millennium Development Goals by 2015. These challenges facing South Africa were identified in the UNDP Human Development Report (2003) there are five challenges facing South Africa as the following: (1) Eradicating poverty and reducing income and wealth disparities; (2) Providing affordable access to quality basic services; (3) Ensuring environmental sustainability; (4) Reducing unemployment; and (5) Attaining sustainable high growth rates.

The situation referred to above has created a challenging environment and opportunities that have encouraged new emerging social movements which have put pressure on the state to improve and change policy interventions and service delivery. The situation is further outlined by Alan Hirsch's analysis of the unemployment crisis of since 1994. He explicitly raises the following critical points: (1) The economy slowed down after growth in the first three years of the new government; (2) The job market stagnated and unemployment rose while exports grew; and (3) Government has continued to pursue a fiscal policy distrusted by the unions. This policy has brought the deficit down while government has reduced employment, held wage increases to below real levels and privatised or restructured a number of state-owned companies (Hirsch, 2005).

The inability to come up with workable solutions to these challenges resulted in the Growth and Development Summit of June 2003. This summit's main agenda was to re-visit ways of addressing unemployment and poverty eradication. The summit, as Netshitenzhe and Chikane (2006) argue, reiterated – what is stated in the latest publication, *A Nation in the Making*, by the Presidency – what lies at the core of an economic policy that is characterised by a market-based system of ownership of capital and distribution of wealth and income.

Such an economic policy position has faced significant resistance from some sectors of the society - especially the unions. In fact, De Wet et al (2007), state that this position has also unintentionally created challenges for struggling civil society structures that had previously played a critical role in social services and social development. While social grants and a focus on infrastructural

development were designed to play an important role in addressing development and poverty alleviation, there are concerns about the long-term sustainability of the interventions. Netshitenzhe and Chikane (2006) conclude that not many social partnerships aimed to achieve national goals have permeated both government and society at large. They further argue that it is this factor that discourages independence from the state as the provider of all solutions to social challenges.

## **1.2 Problem Statement**

This study was informed by the notion that certain characteristics geared towards tangible and positive results are critical from those that are tasked with the responsibility of creating, leading and nurturing viable and sustainable organisations aimed at addressing issues of poverty particularly in the post-apartheid era.

Steven Friedman (2002) of the Centre for Policy Studies poses a number of challenges for the existing state of government – private and civil society partnerships - in tackling challenges faced by our country. These challenges include attracting foreign direct investment, improving domestic investment, the reduction of economic inequality, effective privatisation of state assets, a lack of an organised and coordinated voice for the poor on policy discourse, effective partnerships between the state and the non-profit sector, and a lack of leadership and organisational strength among the non-profit organisations (NPOs) to provide a voice for the poor. Over and above these challenges, there are those dealing with the ways in which partnerships within a democratic state can be formed and used while retaining the independence of each sector. The civil society requires the enhancement of its capacity to engage positively in local democratic governance, politics and global development debates. Korten (1990) and Clark (1991) attest that this would challenge the civil society to develop effective techniques and skills for lobbying and influencing public opinion, and the ability to engage business and even form value-adding partnerships with all stakeholders.

The Centre for Development Enterprise (CDE) argues that “public-private partnerships (PPPs) are crucial to development and growth; however, they are faltering because of huge turnovers in government personnel. Bureaucracies are so rigid that programmes often become completely paralysed” (CDE, 2004: 9). The findings of the research directed by Swilling and Russel, (2002) on the scope and size of the non-profit sector make a number of important points about the contribution of the sector to development as follows:

- (1) The sector is a major economic force, spending R9.3 billion, which represented 1.2% of the nation’s Gross Domestic Product in 1998 and employing 645 316 full-time equivalent staff;
- (2) The sector mobilises a substantial number of volunteers – nearly 1.5 million in

the most frequent form of conversion and were usually an intra-faith phenomenon. They are typified by an individual who experiences a mystical happening, a dream or vision in which the convert becomes spiritually aware of a change within himself. They are spontaneous and instantaneous where for some it is a revival experience somewhat like a rebirth, for others it is a movement away from a wrongful social activity or giving up of vices e.g. drinking or swearing, towards a reformed way of living. This form of conversion is typically known as a moral conversion such as in the case of 'Swearing Tom' who suddenly stopped swearing after having a religious vision. (Thouless 1971: 106) These converts are usually so filled with the miracle of the event, ecstasy, love and awe of moving from darkness into the light that they become ardent proselytizers of the faith and have a need to help others who are considered to be straying off the righteous path. Their experience is an observable and thematic change in behaviour and is obvious by the content of their conversion. William James felt that it was a matter of being 'once born' and 'twice born' where the individual was born into the faith but later in life, predominantly at adolescence, experienced a second spiritual birth of understanding and fulfillment. James offers that the only witness to this second birth is the 'love of self-eradicated', which he admitted did not necessarily need a crisis for it to occur nor was it only found within Christianity (2002: 238). But, the fact that the conversion was preceded by such feelings of anguish, turmoil, despair, conflict and guilt resulting in feelings of inadequacy, literally presented a crisis within the individual. Thus the ensuing conversion towards a better way of living and a renewed more wholesome identity was indicative of a sudden form of conversion. William James states:

"To say a man is converted means...that religious ideas, peripheral in his consciousness, now take central place, and that religious aims form the habitual center of his energy."

(2002: 196)

John Kildahl (Gillespie 1991: 48) showed in his research that these converts tended to be 'less intelligent and more hysteric' and religiously more

retention of skills, good governance, and compliance with new legislative frameworks and newly emerging competition for services.

Against this background, South Africa has celebrated fourteen (14) years of democracy. However, the majority of poor people, especially the rural and vulnerable, continue to live in abject poverty and with inadequate access to basic services.

The research questions emanating from these key issues therefore are:

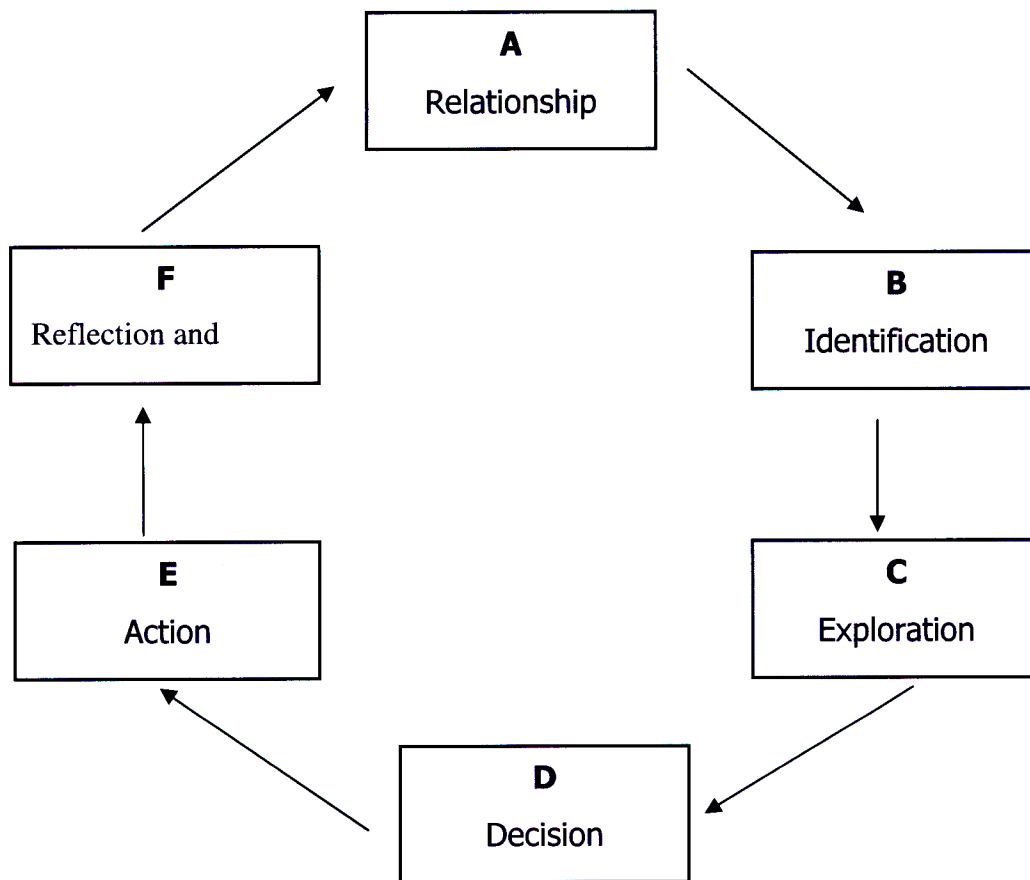
- Can social partnerships develop and nurture greater, effective leadership and create organisational sustainability?
- If so, what are the leadership behavioural traits or characteristics that provide support for sustainability through partnerships?
- How important are leadership and partnerships in ensuring that development organisations are successful?
- How can sustainability of developmental organisations be enhanced so that there is improved delivery in the eradication of poverty?
- What are the key indicators of success for sustainable and vibrant partnerships that can ensure that development organisations are stable for the benefit of the poor?
- Other than leadership and partnership are there other elements that are critical to sustainable development of the poor?

The questions above remain un-answered in terms of the relevance, the role and the partnership position of the civil society in tracking major developmental issues. However, the resolution of the above challenges is critical in building sustainable, robust and vibrant communities based on strong and value-added partnerships.

It is the view of the researcher therefore that the inquiry into the solution to these questions lies in a process approach where the quality of the conversation, the quality of research, as well as the quality of the solution will determine the best mechanism for partnerships and sustainability. Clark (1991) argues that certain processes provide space for a methodology that is community-driven, conversation-oriented, open-dialogued and participatory. These are a series of facilitated dialogues that provide a platform for people to think through all repercussions of a situation prior to making decisions. The conversations create space for mutual learning and result in a new perspective. They also provide clarity on the needs and choices to make and solve such challenges. This community-driven methodology generally impacts on the process as it influences participants' paradigms, skills, conceptual capability, learning ability and self-reliance through discussion, analysis, synthesis, decisions and action. This process-based approach further translates the principles of partnership and participation into development practice by recognising a community's capability to solve its own problems and to work towards self-reliance. A number

of leadership experts such as Senge (1990), Wheatley (1990), Van der Merwe et al (2007) have reiterated their opinions that in actual fact, community conversation and dialogue provide an opportunity for civil society with all stakeholders to work effectively and reinforce social networks and partnerships. According to Max-Neef (1991), the approach purported above promotes Human Scale Development, which is founded on the following pillars: (1) Human needs as an expression that confirms the importance of people in development and the attainment of quality of life, (2) Self-reliance as a commitment towards self-leadership, ownership, pro-activeness, responsibility and accountability, and (3) Organic articulation as a process of trans-disciplinary approach towards development and poverty.

The illustration below highlights the process of community conversation and participation and identifies the process flow of community conversation and dialogue:

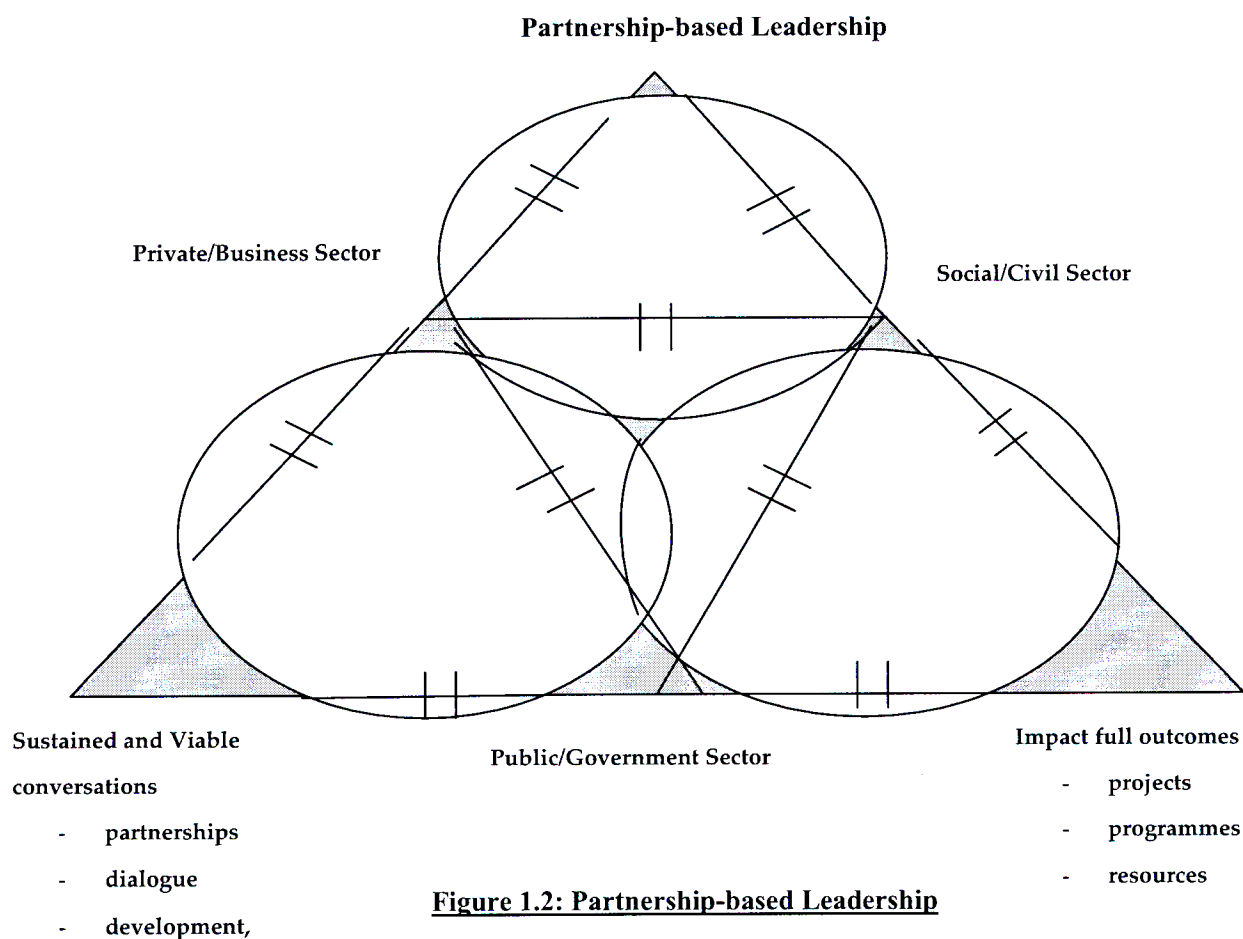


**Figure 1.1 PROCESS OF COMMUNITY CONVERSATION AND PARTICIPATION IN COORDINATED ACTION**

The diagram above indicates a process and continuous cycle of engaging stakeholders in community conversation and dialogue that ensures the following sequence:

- A. Relationship: Strategic questioning and active listening,
- B. Identification: Deeper examination of identified concerns and prioritisation,
- C. Exploration: Define linkages and interconnectedness,
- D. Decision: Identification of interventions and prioritisation to develop community action plan,
- E. Action: Implementation with well-articulated Key Performance Areas and Key Performance Indicators with clear activities, and
- F. Reflection: Reviewing and monitoring impact and sustainability. This would also include further identification of new remaining issues for attention etc.

Imai further supports this approach to community engagement and refers to it as “the Deming Cycle” (1986: 60). The process of community conversation aimed at sustaining improvement in participation can be further demonstrated by the researcher’s own suggested triangle for Equitable Partnerships which can be illustrated as follows:



The figure above is a reflection of the following three intertwined pictures:

Firstly, the biggest triangle has three elements namely, partnership-based leadership at the top, impactful outcomes on the right and sustained and viable conversations on the left. These form the foundations of sustained partnerships and they are all equally important. Failure to prioritise and acknowledge all three elements and their interconnectedness when implementing programmes would result in the lack of sustainability of the programmes.

Secondly, the inner triangle depicts three important stakeholders who form the strength of the partnership. These are the private/business sector, the public/government sector and the social/civil sector. They are the three key players with equal importance in cementing a sustained partnership.

Lastly, the three intersecting circles demonstrate elements of interdependence and interconnectedness of the three elements and six strategic stakeholders discussed above.

It is important to note that the above figure provides an ideal intended world of equality among the key stakeholders in the inner triangle and also defines the key elements and outcomes of a partnership-based leadership style in the bigger triangle. In this balanced relationship, all the stakeholders are affirmed and treated with the same respect. This is the kind of partnership that is recommended for application because it is sustainable, developmental and empowering in all respects to all stakeholders. It is also anchored to three dimensions: partnership-based, sustainable dialogue and conversation with impactful outcomes of lasting impact and a life-changing legacy.

#### **1.4 Outline and Aim of the Research Study**

This research report explores an analysis of the impact and value-added position of partnerships to influence organisational and through this, community transformation, growth, development and sustainability. The researcher investigated the leadership roles and behaviour that sustain partnerships for the sole purpose of sustainable development, social impact and organisational viability.

The intention of the research is to extract competencies, behaviours, skills and define partnership-based strategies that would enable leadership to facilitate effective relationships, especially within the civil society and non-profit sector environment. This is of particular importance when one recognises that the current democratic state promotes public-private partnerships, particularly in the areas of economic development with all various stakeholders through programmes and policies such as Black Economic Empowerment and the establishment of institutions like the



National Economic Development and Labour Council (NEDLAC). The programmes adopted at the 2003 Growth and Development Summit charter the promotion of dialogue and partnerships, which are encouraged through *Imbizos* and Integrated Development Planning (IDPs) at local government level. These programmes include sector partnerships and strategies, empowerment and skills development strategies, local procurement, support for cooperatives, investment and local economic development, to mention a few. Rein, Scott et al (2005) argue that the programmes are all intended to nurture and promote democratic principles of participation, partnerships, cooperative governance and public accountability. The researcher's assumptions for development undertaken within this investigation are based on experience as a consultant, a facilitator for leadership programmes, and board membership involvement within the civil society organisations and public agencies.

The assumptions identified by Meyer and Boninelli (2004) in their edited book include the following:

Firstly, the key objectives for development are improving the living standards of the poor through the proper and equitable use of human, natural and institutional resource capability. This ensures improvement of the society and enables people to achieve their aspirations and quality of life with a greater sense of responsibility for the impact of human action.

Secondly, true development should be sustainable, which allows people to independently secure and manage their resources in order to fulfil their goals and objectives. This requires innovative, esteemed leadership, strategic governance, efficient management, community support and involvement, and good systems to manage resources.

The researcher concludes that it is critical for partnerships to become the best strategies to create impact and for nurturing trust, balance of power, negotiated roles and responsibilities, creating a win/win mindset and ensuring mutual respect and dignity of all key stakeholders. This is of particular importance in a context of change, transformation and growing competition for survival. The greatest pay-offs or benefits would be greater impact, ownership and accountability by all, commitment and passion, greater legitimacy, efficiency and effectiveness, risk sharing, and above all, skills transfer and assured self-sustainability. According to Max-Neef (1991), people-centredness is a process by which the members of a society increase their personal and institutional capacities to mobilise and manage resources to produce sustainable and justly distributed improvements in their quality of life consistent with their own aspirations.

Creating a people-centred leadership culture within a context of the above challenges is critical, especially in a young democratic and developing state such as South Africa. The challenges

beyond 14 years of democracy require the country to confront its past and define its future through insightful questions in order to find working alternatives for the future generations, and a clear break with the past paradigms and behaviours, which are authoritarian and top-driven.

## **1.5 Research Expectations**

This research study is intended to explore, investigate, gain insight and develops possible alternative solutions to the problem stated above. It addresses the way in which partnership dynamics in a social development sector would influence and shape leadership skills, qualities, roles and perspectives.

The study involves analysis and insight into theory and practice of leadership and partnerships, concepts, approaches to sustainability, lessons learnt from development experts, practitioners and leaders. This is achieved through conversation, interviews, and dialogue with selected organisations and experts. The purpose is to explore an alternative means for participatory practices to build vibrant citizenship with a stronger civil society. The research casts light on the manner in which social partnerships create and nurture innovative, facilitative leadership that develops organisational sustainability through partnerships.

The organisations selected for this research were engaged through conversation, dialogue, discussions and sharing of their practical experiences and successes. The National Development Agency (NDA) and Maputaland Development Information Centre (MDIC) are used as points of reference for an analysis of the challenges, achievements and possibilities for partnership development. From these case studies, as well as others that have been used in this study, the researcher has determined the link between leadership and partnerships with regard to the sustainability of organisations.

This study seeks to contribute towards organisational development affecting the non-profit sector, and to enhance knowledge and understanding of the current new social dynamics in a post-apartheid environment. The intention is to pursue an argument with clarity on the dilemmas and roles of partnerships and the kind of leadership required in influencing sustainability of organisations. A set of principles and practices to mobilise, organise and lead communities and civil society organisations through multi-stakeholder partnerships arises out of the study. During the research process, discussion papers were presented to different platforms, and debates took place over a period of two years involving the targeted organisations. The analysis and outcomes of such activities inform what is contained in Chapters 5 and 6 of this dissertation.

## **1.6 Research Outcomes**

The intention of this research is pragmatic in a sense that it is practical, dynamic, and participatory, and explores alternatives in a context of challenging dynamics and complex relationships in the social development sector. This is based on a need to make a tangible and workable contribution to improve the knowledge base and stimulate a constructive dialogue process to explore solutions, learn lessons and acquire new insight into the challenges that exist in the non-profit sector.

This study provides an opportunity for further research and exploration that could put the social sector in an advantageous position within the current socio-political discourse. Furthermore, exploration is made to identify different kinds of leadership traits, skills and behaviours that create sustainable partnerships and organisational viability. The current situation in the country provides great challenges to people management issues that are critical to improve service delivery and local economic development projects. The failures that have been experienced are largely due to a lack of strong partnerships, lack of required project management skills, and difficulties in the management of multi-stakeholders. (ASGISA, 2006). Reliance on the private sector alone can be risky and sometimes non-viable since their objectives and target areas change frequently. The state, through state-owned enterprises, is often stretched and sometimes under-resourced in relation to the overall needs of the society. The status of civil society organisations in the present situation reflects a less coordinated and under-capacitated picture. In such circumstances, they are therefore challenged to play a role in viability, sustainability and re-sourcing issues and address capacity needs nationally. Chapter 3 will provide the contextual debate on a number of concepts critical to leadership and partnerships, which will be used as a basis for this study.

## **1.7 Conclusion**

The fundamentals for appropriate and effective social development are dependent on the strength, capability and leadership character of all the critical stakeholders involved in the sector. However, it is a reality that civil society faces challenges structurally and politically “since relationships between civil society and political organisations have changed after the liberation movement and after the ANC became the government in charge” (Landsberg, 2004: 143). The real reasons for these challenges are therefore that towards 1994 and beyond, the majority of donor agencies began to divert their funds towards election, democracy, peace, public participation and good governance (Landsberg, 2004: 144). The attraction of long-term investments and ensuring financial sustainability has real implications in terms of talent management, the retention of staff, the provision of excellent and effective services and ensuring impact on the intended beneficiaries.

Lack of a strong, vibrant and patriotic civil society thus weakens the gains made in the attainment of democracy. In this regard, a developmental state that is faced with contradictions of a dual economy, poverty and unemployment cannot be the only solution provider without strong and workable partnerships. After all, such a state faces a compelling analysis and realities of the roots of poverty such as hunger, physical weaknesses, isolation, vulnerability, powerlessness, environmental risks and gender discrimination (Clark, 1991). To illustrate the points made above, recent articles published in the Financial Mail indicate that while the country has done well on the economic front in spite of the global challenging dynamics and threats of recession facing the developed nations, what has remained a global challenge is unemployment and poverty facing the developing countries. This is more evident in South Africa, which has no single accepted criterion for measuring poverty. The article further states that if the only criterion is for measuring poverty is through wages, the ranks of the poor have in actual fact, swelled. This situation has increased the proportion of people living in relative poverty who, unfortunately, are the black majority. In addition, government is stretched as far as its social wage budget is concerned, with welfare spending at R80 billion in 2007, covering a quarter of the population. This, according to the article is counter-productive as it encourages people not to look for work and could later become unaffordable. Social welfare grants, for example, are therefore probably not sustainable and should be supported by greater investments in local capacity building and enabling of communities to produce their own goods and services for local consumption.

The picture explained above indicates a greater need to improve economic growth while increasing employment opportunities, investments into SMEs through labour intensive projects such as tourism, agri-business, business process outsourcing and improved manufacturing sector. All these initiatives can be best implemented through strong and viable partnerships and according to Clark (1991), the civil society has the advantage of being able to consent rate on few activities that address the needs of the poor. They also have a localised presence and advantage, which makes them closer and trusted by the poor.

Finally, according to Bowes and Pennington, "A thriving civil society depends on the people's freedom, habits, customs and ethics - attributes that can be shaped only indirectly through conscious political action. The social capital is necessary to permit proper functioning of national institutions."(2004:4). However, while Bowes and Pennington are more optimistic about the strength and effectiveness of civil society, I hold a very doubtful and sometimes conservative view on the question of readiness and competitiveness of the civil society to demonstrate that NPOs have directly benefited the poorest of the poor. This, in the researcher's view constitutes a South African social challenge that requires redress in order to strengthen democracy so that NPOs can once more regain trust from the poor. This can be achieved partly through increased participation

and involvement of civil society in key decision-making structures as well as through enhanced levels of innovation and strong leadership.

Therefore while the environment is hostile to the delivery of development services and while some organisations have closed offices, the research will argue that those that have survived have done so because they were able to learn, adapt, transform and acquire the necessary skills quickly. The research will further explore how organisations that have forged diverse partnerships and networks, and honed into their ability to re-focus their services to meet new expectations and new demands have succeeded to survive as a result of innovative leadership.

Chapter 2 provides a literature review and definitions of concepts, chapter 3 helps to give the context, background and reality of the development scenario since 1994, using two targeted NPOs, chapters 4 and 5 deal with research design and data collection and analysis while the last chapter provides a summary, findings and recommendations. The literature review includes information data from the researcher's experience, sources and communication research process of facilitating leadership programmes, as well as his exposure in his capacity as a Board member of a number of non-profit organisations.

## **CHAPTER 2 - LITERATURE REVIEW AND DEFINITION OF CONCEPTS**

### **2.1 Introduction**

The most evident gain of democracy in South Africa has been the consciousness that we are all co-responsible custodians of our nation's well-being and future. That is the realisation of the importance of political and personal choices we have for leaders and for our own careers. Stakeholders are also beginning to learn to engage, contribute and question and call leaders to account. This is a culture that we need to instil as part of the nurturing of a vibrant democracy, unleashing people's skills and innovation towards addressing poverty and underdevelopment.

The purpose of this research is to investigate the correlation between leadership and sustained partnerships, sustained dialogue and participation, which create sustained, effective organisations.

In the context of South Africa's transformation, government has taken a lead in implementing the concept of public-private partnerships (PPP). For the purposes of this research, the researcher has included community and civil society organisations in the equation and, therefore, will refer to Public-Private and Community/civil society Partnerships (PPCP). In my opinion, South Africa's view of partnerships can be related to the following practices: empowerment, affirmative procurement, government-to-business ventures, contractually binding and bottom-line oriented shared risks. This kind of partnership is greatly one-sided, as government becomes the dominant partner as far as resources, political influences and decisions to enforce its agenda on the quality of outputs and conditions are concerned. The implementers assume huge responsibilities for risks, financial investment and securing expertise, which create unprecedented pressure and fear. While we can acknowledge progress made in some cases as shared by Kuben Naidoo (Gillingham, 2008), we have to admit that partnerships are complex contracts to share risk and, if wrongly designed, the private sector could take the profit and government is left with the downside risk.

According to Landsberg (2004), when civil society organisations get involved and are purely driven by a need to serve, they are greatly disadvantaged, if not almost excluded from resources due to direct government-to-donor relations and a lack of skills, financial reserves, uncertainty of resources, lack of leadership and managerial weaknesses. On 23 August 2004 the Minister of Finance, Trevor Manuel, had the following to say about PPP initiatives: "I know it has been daunting that the playing field has not been even. The risks have been high [and] we know these projects hold huge potential to grow new black business, big and small, build black management, develop skills, and create jobs."

Mathie and Cunningham (2003) from the Coady International Institute question who the driver of development is. They reflect and suggest transformative potential of an Asset-based Community Development approach, which is based on critical approaches and principles that are foundational to partnerships and sustainability. For Clark (1991), these approaches include: mobilisation, sustained community economic development, enhancement of capacity, engagement of citizens with the ownership of citizenship, the role of multiple stakeholders, and control factors over the development process. Furthermore, Korten (1990) argues that this kind of approach is people-driven and people-centred. The target group or beneficiaries become more empowered because they are involved in the whole conceptualisation and design of the intervention.

This argument is in fact in line with the views of Max-Neef (1991) where he points out that at the core of South Africa's transformational agenda is a strong need to rebuild confidence in specific aspects of local African culture. In this regard, infusing an African way of life and thinking which is closer to the culture of community and which one may refer to as pre-industrial natural life is of paramount importance. To support Max-Neef's views above, Schapera (1937) further argues that an important Ethnographical Survey in the 1930's recorded corrosive effects on the black South Africans due to urbanisation legislation and the widespread of material goods of a post-industrial economy. This materialism according to Covey (1989), usually stands in stark contrast to a principled-centred approach of life dominated by a pre-industrial leadership which is communal, interactive, consensus-based and greatly dependable on relationships and an understanding of the stakeholders. In this regard, the concept of "*ubuntu*" thus forms the basis for cooperation, interdependence, service orientation and solidarity.

Another similar approach is the one that is based on principled-centred leadership, which "is universal, natural, objective and inclusive" (Covey, 1992: 34). These principles are "woven into the fabric of every civilised society and constitute the roots of every family and institutions that have endured and prospered" (Covey, 1992:18).

In this context, partnership would therefore seem to be informed by principle-centred and "*ubuntu*" based thinking. Such a leadership approach creates new energy, new talents, greater commitments, clarity and a common purpose that encourages sustained relationships without prejudice and control over people (Covey, 1992). In such instances I have observed that there is greater ownership, legitimacy, commitment, appreciative value and accountability, skills transfer, knowledge sharing and passion. In all probability this kind of leadership gets better results that are also sustainable. In this approach both Khoza (2005) and Clark (1991) are of the same opinion that , integrated strategic modelling for sustainable development is more real and achievable in an environment that is complex, dynamic and diverse.

This chapter draws its theoretical base of leadership and partnership from various sources with a view of clarifying those elements that provide sustained partnerships.

## **2.2 Theoretical Base: Leadership and Managing Partnerships**

The South African context since 1994 presents a complex, dynamic and ever-changing environment with greater opportunities available for the citizens in a democratic state. Such a context provides integrated self-organising emergencies of different formations informed by specific and diverse socio-political needs. Tuckman (1965) provides an alternative framework on his Model of group development through: forming, storming, norming and performing. South Africa since 1994 has progressed through the first two (2) phases. The principles that encourage such fluidity are reflected in the Constitution of South Africa. These principles are human dignity, equality, human rights, accountability, responsibility, justice, sustainability, inclusiveness, ownership, equity and transparency (Act 108, 1996). According to Senge et al (1994), leadership requires mastery of the system, an ability to change mental models, personal mastery and strategic choices on partnerships that enhance skills and competencies. The Public Service and Administration Department has addressed the need to influence the behaviour and character of public servants by introducing “People First or Batho Pele” (2006) principles as a yardstick for acceptable service delivery. These are: (1) Consultation that enforces dialogue and participation; (2) Service standards as a means of benchmarking outputs and outcomes; (3) Access to and equal bases for the provision of services; (4) Courtesy as values for high consideration; (5) Information that is detailed and accurate; (6) Openness and transparency; (7) Redress where apology and a full explanation should be given if promises are not met; and (8) Value for money for efficient and effective services.

An analysis of perspectives on the concepts that inform the purpose of this study follows below. These concepts are leadership, managing partnerships, processes, partnership elements, challenges, leadership traits, policies and frameworks on partnerships and identified issues.

### **2.2.1 Leadership and Partnerships**

At the core of all debates on leadership and organisational effectiveness, Covey (2005) argues that leadership is the catalyst and the source of effectiveness and change. In addition, Collins (2006) and Williams (2005) believe that leadership is, therefore, about human behaviour, understanding, enhancing, commitment, belonging, inspiring, acknowledging, empowering and influencing. It is about the ability to see beyond complex interplay amongst the followers in a particular context and an ability to organise people towards a common goal, creating and strengthening required



relationships, commitment and behaviour to maximise effectiveness. This becomes possible through communication, motivation and passion that, in turn, create collective and synergistic goals to get the best out of individuals. In fact four basic human needs critical to leadership, which are also relevant to this study, are to love, to live, to learn and to leave a legacy (Covey, 2005:21). According to Covey (2005) the need to love is about social relationships, to live refers to economic imperatives for survival, to learn is about intellectual fulfilment and knowledge, while to leave a legacy is about a contribution, influence and service to make a meaningful difference.

Charlton (2000) reflects on the subject of leadership tapped from various sources, including Fortune Magazine's Study of the Best Companies. He concludes that the best leaders who lead the best companies have the ability to attract, develop, motivate, measure and retain competent and committed people. Therefore "leadership is about enabling ordinary people to produce extraordinary things in the face of challenges and change and to constantly turn in superior performance to the long-term benefit of all concerned" (Charlton, 2000:30). On the same subject, Collins (2001) defines leadership as what he calls Level 5, which is based on humility, professional will and consideration (p 36). It is my opinion; leadership is about managing relationships through influence and the ability to instil hope and passion for the desired future. Based on the above; leadership is all about acting, caring, inspiring, persuading, influencing and facilitating dialogue to effect impact and change.

Khoza (2005) and Bower and Pennington (2004) share an insightful angle on the debate about leadership. He asserts that traditional leadership can be discerned in society, has an organisational infrastructure that understands the worldview, the mythology and the knowledge system of the community. This infrastructure is the collective, the partnership and the core that holds the centre and creates the capability to manage complexities of various natures. This kind of collectivism provides a foundation for transformational leadership, self-actualisation, developmental leadership and servant leadership. All of these promote cohabitation, social arbitrage, creative conversation, a sense of community and collaboration. In my opinion, the first former president of a democratic South Africa, Mr Nelson Mandela, demonstrated this mechanism of leadership that promotes partnership through humility, consideration and collective accountability.

### **2.2.2 Managing Partnerships**

Some leaders apply for jobs or get appointed. There are others who are elected by their followers and gain legitimacy and a high level of accountability as a result of this process. These elected leaders "understand the socio-political context better, interpret the language and can communicate meaningfully, especially in membership-based organisations" (Meyer and Boninelli, 2004: 9).

They can also cross boundaries of age, gender, race, culture and language to engage with diverse constituents. In other words, such leaders understand the science of conversation, energy, relationships and partnerships. The context in which these leaders grow is systemic and dynamic and recognises that organisations are an open system. Peter Senge (1994) and Charlotte et al (1990) challenge us to think about organisations as communities with a common purpose. These organisations are rendered sustainable through processes of enhancement; including capability, commitment, contribution, continuity, collaboration, interdependence and conscience to the interdependence of relationships. These attributes were summarised by the concept of ‘learning organisation’. This concept can also be put into use within partnerships. According to Meyer and Boninelli (2004) this is the kind of context that encourages proper and dynamic partnerships, which are natured by resilience, engagement, diversity of constituencies, built positive energy and managed paradox.

Partnerships in a context of community development can become well managed and strengthened where there is a shared desire, common vision and common purpose. Partnerships work well and strongly when there is a shared destiny, openness and common issues. Partnerships are also built from a common paradigm of self-mastery, co-responsibility, interdependence, sharing, and maturity. As people begin to settle and utilise their strengths, they improve their knowledge, gain better understanding, create more synergy and celebrate their differences. Partnerships are about relationships of mutual and equitable benefits. They are according to Rein, Stein et al (2005) based on trust and common purpose, shared goals, joint ventures/projects, risk sharing and co-responsibility. Therefore, as explained in *Working Together* (2005), partnerships are transformational, mutually beneficial, growth-orientated and capacity- enhancement-based and affect the whole system, process, substance, outputs and outcomes. And for Covey (1989) they are meant to increase efficiency, effectiveness, sustainability and impact, shared vision, alignment, empowerment and trust.

### **2.2.3 Processes for Managing partnerships**

In the researcher’s view, the following points are important to strengthen the management of partnerships: (1) One partner becomes the original promoter and takes full control of the initiative to sustain relationships; (2) Subcontracting, in which the responsibility for social investment outcomes is vested in service delivery providers, becomes key towards building capacity and complementary experiences; (3) Build-operate-transfer (BOT), where the transference of skills for infrastructure to the public ownership dominates a number of successful partnerships; (4) A shared-work-plan-model relates to a situation where partners share tasks of planning and implementation and monitoring while local government retains ownership for sustainability; (5)

Shared responsibilities address the imbalances of power and/or resources through joint decision-making for solving differences and joint accountability of outcome; and (6) Independent community development through trusts, foundations and institutions with more flexibility to respond jointly and in partnership has become dominant features of governance and accountability structures.

The above are well complemented by adapting Tennyson's eight-phased processes discussed in *Working Together*, (2005). These are summarised in Rein et al (2005) as follows: (1) Scoping and Scanning Burning Issues, (2) Implementing Integrated Planning and Building Issue-based Teams, (3) Defining Appropriate Structures and Institutional Frameworks, (4) Leveraging Resources, (5) Facilitating Implementation and Mentoring, (6) Reviewing and Measuring, (7) Having Continuous Revision and Improvement for Sustainability, and (8) Defined Exit Process and Reconstruction.

#### **2.2.4 Non-profit sector partnership elements**

The issues raised are mostly applicable to the not-for-profit sector. The other reasons that are relevant to the sector, as implied by Rein et al (2005) in *Working Together* are: (1) Partnerships continue to affirm the cultural life of autonomy within a larger society; (2) To provide balance and win/win thinking within the three-folding system; (3) To nurture and promote interaction and dynamism of the three realms to determine the kind of social life that is vibrant, democratic, complementary, equal, and comprehensively sustainable, i.e. economic, political, cultural, social, ecological, human and spiritual; (4) The independence of the three systems is demonstrated by robust discourse and debates that show diversity and differences; and (5) There is mutual respect, appreciation and recognition of the differing but complementary contributions of each other..

The common, shared vision in this sector is to achieve genuine and comprehensive sustainable development for a better and healthier life for all. This forms civil society's key basis for partnerships and collaboration with the public and private sector.

#### **2.2.5 Partnerships and leadership traits**

Nelson Mandela's foreword in a book *Let Africa Lead* by Reuel Khoza (2005) raises an insightful argument on the nature of leadership Africa brings to the global community. These traits are: (1) Caring and Service, (2) Authenticity and Humanness, (3) Inclusivity, Respect and Dignity, (4) Empathy and Listening, (5) Energy within and Self-knowledge, and (6) Relationships with Compassion.

Reflection on the above indicates that true and authentic leadership is about self-awareness, self-acknowledgement and self-discovery. The leader is able to increase influence when there is synchronicity between private and personal life within the public and worldly context (Covey: 1989). The leader gets things done by consulting, listening, setting objectives and insisting on delivery (Khoza, 2005). The benefit of a leadership behaviour anchored to the above traits is that it results in teamwork, trust, commitment, innovation, and a sense of common purpose, a sense of community, collective accountability, complementarities, synergy, good governance, sustainability, excellence, productivity, and quality of service.

The democratisation of the country in 1994 has invoked many concepts that embrace partnerships such as *ubuntu*, *imbizo*, *vuk'uzenzele*, *masakhane* and *isivivane* as defining characteristics of self-identity, equality and respect of human beings. Both Khoza (2005) and Lessem and Nussbaum(1996) see *ubuntu* as a metaphor that describes the significance of group solidarity, which is central to the survival of African communities who, as a result of poverty and deprivation, have to survive through brotherly group care and not individual self-reliance.

The ancient African wisdom of leadership is well articulated by Khoza in *Let Africa Lead* (2005) and Madi in *Lessons from Emperor Shaka Zulu the Great* (2000). Shaka's strategic military prowess during the 19<sup>th</sup> century had a far-reaching effect from the east of KwaZulu-Natal to the heart of central, west, and east Africa. In his study Madi has discovered nine leadership lessons that have built a formidable empire and a sense of community as reflected and constructed in Table 2.1 below:

Table 2.1: Nine Leadership Elements: a Comparison

<b>Phinda Madi</b>	<b>Stephen Covey</b>	<b>Reuel Khoza</b>
1. Build a sense of mission	Begin with the end in mind	Dreams, Desires and Setting Objectives
2. Mission is more important than convention	Put First Things First	Insist delivery of quality services
3. Be apprenticed by your team and context	Trust and Collaboration	Build relationships that support teamwork and compassion
4. Lead the change from the front	Private victory precedes public victory and finding your voice	Server Leadership
5. Build a fanatical team	W/W thinking and empower people to be self-reliant	Cohabitant cooperation, mutual responsibility and co-deter-

		mination
6. Be a good strategist and listen	Seek first to understand, then be understood	Reach consensus through adequate consultation and then act firmly
7. Go where angels fear to tread	Find a 3 <sup>rd</sup> alternative (synergise)	Social Arbitrage, Consensus and Consent
8. Know the battlefield better than the enemy.	Diagnose before you prescribe	Manage Paradox
9. Be obsessed with world-class technologies	Move from effectiveness to greatness	People-oriented and Community focus

The above authors share common concepts in their analysis and a description of leadership as summarized below:

- Clarity of purpose and vision as argued by Collins (2001) and Covey (1992),
- Mastery of self and context (Goleman, 1998),
- Building of relationships through trust (Covey and Merrill, 2006), and
- Empathy and modelling behaviour through teamwork and community of excellence (Imai, 1986).

The greatest learning and conclusions include the awareness of the commonalities of the above as an expression of global knowledge and synergy. Leadership thrust that is supportive to sustained partnership yields a new paradigm; the inside-out principle-based leadership as argued by Stephen Covey (1989); the tender-minded *Ubuntu* paradigm of Reuel Khoza (2005); and the level 5 leadership through humility by Jim Collins (2001). These provide the foundation for leadership to identify with the context, understand its complexity, acknowledge the power of diversity, embrace transformation, and through consensus and synergistic behaviours be able to manage multi-stakeholder expectations. All stakeholders equally contribute to the common good for all by defining a shared vision supported by a competitive edge to achieve agreed goals.

The above exposition of leadership provides the foundation for a strong sustainable partnership. This is more critical in the context of South Africa's development due to a great emergence of new social and cooperative structures involved in the eradication of poverty. These include Corporate Social Investments (CSI), South African Grant Makers' Association (SAGA), Interfund, Ford Foundation, Charles Mott Foundation, the National Business Initiative (NBI) and the Business Against Crime (BAC), most of which were established post 1994 (De Wet, Freemantle, Brink and Koeman, 2007). Furthermore, the new democratic government realised the opportunity and the challenge it faced to speed up infrastructure backlogs and address social

inequalities and decided to engage non-government structures through public-private partnerships. (PPPs). According to De Wet et al (2007) the climate of such partnerships led to the establishment of the Business Trust in 1999 which was based on common purpose, commitment, legitimacy, buy-in, alignment to core business, compliance to legislative frameworks, return to investment and transparency with accountability.

## **2.2.6 Policies and Frameworks**

The main purpose for policy is to ensure that the sector is able to respond to the real needs while simultaneously developing skills on critical thinking, problem-solving, information technology, teamwork, leadership, communication, community organising, mentoring and coaching. In *Working Together* (2005), Nelson and Zadek in their article draw attention to critical drivers and triggers for successful partnerships to include positive policies, supportive legal and regulatory frameworks, intermediary organisations with capabilities to execute, and the skills to bring all parties together. Therefore, in the South African context, the following policies and frameworks are evident and of great impact to non-profit sector partnerships:

- Integration through integrated multi-dimensional approaches such as Integrated Development Plans (IDP) and Local Economic Development (LED),
- Private, Public and Community partnership (PPCP) frameworks,
- Cooperative governance elements of the Constitution (Act 108:1996),
- Empowerment and Black Economic Procurement initiatives,
- Triple-bottom-line accounting systems,
- Public Finance Management Act, 1999 (PFMA),
- Social Services Professions Act, 1998,
- Non-Profit Organisations Act, 1997.
- Advisory Board on Social Development Act, 2001,
- Reconstruction and Development Programme (RDP),
- Growth, Employment and Redistribution (GEAR), and
- Municipal Systems Act, 2000 and Municipal Structures Act, 2000.

The greatest national framework that exists as a milestone for South Africa is the Constitution and its cooperative governance nature amongst national, provincial, local and traditional authorities. None of the institutional structures indicated is homogeneous and conflict-free. It would be unfair to ignore the prevalence of unequal power relations within the various interested stakeholders and organisations. The critical factor is that the not-for-profit/civil society sector is broad and plays an

important role in the policy formulation, discourse and influence, yet it remains a weaker link for the implementation of these frameworks including the following:

Firstly, the existence of integrated development that reflects a range of national strategies that are pursued through the politics of inclusive democracy, appropriate economic growth, and gender-sustainable and inter-generational equity. Broad-based development is only attainable where there is a robust and sustainable socio-economic development thrust. The complexity and socio-political challenge of integrated development is that political factors and economic growth can easily become the most dominant and primary objectives.

Secondly, forging productive and organic linkages between economic and social change is the most important challenge, but unfortunately the least understood within civil society and the state.

Thirdly, a number of development discourses and plans such as the expanded public works programme, poverty grants and social housing are increasingly characterised by the call for greater coordination and integration, but very few organisations within the three-folding network actually know and understand the meaning of implementation of such partnerships. A number of legislations mentioned above reinforce an area-based and integrated approach to development, especially the Local Government Systems and Structures Act.

Lastly, funding sources, both governmental and independent development aid, are usually earmarked for sectoral interventions, i.e. health, water, agriculture, etc., creating a contradiction in the approach to holism and integration. This is further complicated by structures at local level such as health committees, water committees, etc. against cross cutting and integrated structures such as Integrated Development Plans (IDP) forums, development committees and Reconstruction and Development Forums.

### **2.2.7 Key Supportive Elements for Partnerships**

Community development initiatives are mainly initiated and driven by community members. They are anchored to the local-based community's own resources with little or no external assistance. Such organisations are sustainable because of the role of particular individuals (social entrepreneurs) to catalyse the process of development with a strong base of social networks. Such leaders are able to be facilitators who stimulate a sense of pride and hope. They are able to recognise the potential within the community as well as connect with those working and living elsewhere. They are able to recognise the opportunities available by making connections and linkages with agencies interested in investing in communities. The success of these communities

is also anchored on the ability to utilise assets for the common good of all. This kind of leadership is able to include some of the following frameworks within their operational plans as identified by Max-Neef (1991): (1) Asset-mapping in order to recognise existing strengths, namely human, natural, financial, physical and social ones; (2) Emphasis on the policy of a holistic and integrated nature of development, thus assuring an adequate asset mix that can be created and transferred from one generation to the next; (3) Sustainable development frameworks have to put people in the community at the centre as the principled agents of development; (4) Resource leveraging, as expressed on 23 August 2004 by the Minister of Finance where he argued that when [people] are confronted with the practical matter of ‘how to’, it is not surprising that we look to the full spectrum of our country’s resources, both public and private, but we do so rather with a sober understanding that the diverse interests of different sectors can in fact be harnessed for the collective good. That is what Public Private Partnership projects are about”; and (5) The establishment of a visible and formal coordinative structure. Such a partnership, according to Tennyson in *Working Together* (2005), requires coordination between partners, stakeholders, projects, programmes, shareholders and beneficiaries. This should be supported by an identification of needs, an understanding of roles and responsibilities, appropriate skills and leadership, and clear monitoring and evaluation systems.

Appendix 9.5 provides a leadership model that according to Kleiner and Roth (2000) promotes a conversational process based on defined personal qualities, leadership responsibilities, core values and premier results. This model is transformational from being to doing, based on the foundation and belief in people, trustworthiness, excellence, innovation and a sense of urgency. A partnership that is based on such a model ensures results that are transformational and has the capability of enhancement and organisational performance with excellence. The critical leadership responsibilities are the creation of a shared vision, of building capacity to act, of thinking systematically and communicating honestly, and by engaging with and involving others.

### **2.2.8 Identified Issues and Challenges**

Sustainability and effectiveness of partnerships remain very important in a developing and transformational context such as South Africa. The effectiveness and impact of partnerships will depend on the ability to act collectively, purposefully and innovatively to achieve a commonly shared vision for sustainable, integrated development. The following points as cited from Isandla Institute (2000), Max-Neef (1991), Khoza (2005) and Netshitenzhe and Chikane (2006) respectively are not exhaustive but provide further insight into the challenges: (1) The realisations that development and poverty in particular areas are multi-dimensional and can be addressed through partnerships; (2) That sustained partnerships need to be supported by organisations whose



common purpose is to improve the living conditions among community members and their family units; (3) That effective partnerships depend on the vibrancy, independence and strength that capable institutions are able to offer each other meaningfully; (4) That effective and efficient leadership will ensure accountability from a local-based indigenous African perspective; (5) That all partnerships should fit into existing market forces with the aim of achieving core deliverables; (6) To create and establish capacity that provides sustainable partnership programmes that are holistic and integrated; (7) To establish a national participatory programme to address sustainable dialogue and conversation; and (8) To organise multi-stakeholders forum/*imbizo* to test, reflect, engage and renew methodologies, approaches and manuals on partnerships and to ensure leadership buy-in to commitment. Such forums will provide a strong foundation to foster constructive engagement with the government and private sector

In addition to the above, the current forums and debates on partnerships are intended to entrench a long-term effective culture quality and speedy service, yet they seem to lack clear definition and understanding of various forms and frameworks that fit into the context of the country. They are mostly driven to serve the interests of the developing countries in addressing issues of national imperative. This results in a great number of positive and meaningful partnerships that encourage impact service delivery.

## **2.3 Concepts, Praxis and Reflection**

In the context of social development and the role of civil society, one cannot avoid conceptual starting points that touch on issues of integrated development, the dimensions and institutional modalities of poverty eradication, and sustained dialogue as a building block for systematic and open-ended processes for transformation and sustainable development.

### **2.3.1 Poverty Eradication and its Dimensions**

Integrated development is people-driven and people-focused. It is about balance and equity. It is based on recognising that the most important task of any development strategy is to create meaningful opportunities for people to empower themselves and pursue their interests to achieve meaning in the context of economic production, realising their political voice, expressing cultural (re) production and attaining self-actualisation through self-selected systems of belief. For integrated development to succeed, people should consciously identify all types of barriers faced by them. Integrated development further recognises the fundamental need for balance and the inter-relationship among the economic, ecological and social systems of communities and

organisations. The other important feature of sustainable development is that it is a constant process through social institutions, which are often unbalanced, unequal and not transforming. All of these institutions are concerned about addressing all the fundamental needs, as ably argued by Clark (1991) and Clarke (1993). Clark describes five pillars of poverty as (1) poverty itself, (2) physical weakness, (3) isolation, (4) vulnerability, and (5) powerlessness (Clark, 1991: 18).

The United National Social Summit in 1995 clearly identified the triple priorities for development action as follows:

- Poverty eradication,
- Full employment, and
- Social inclusion (UNDP, 2003).

This position emerged as a response to the pressures of civil society organisations to highlight the plight of the poor and vulnerable. All key players agreed that civil society organisations are crucial players to facilitate the empowerment of poor people and communities through participatory development interventions. The results of such developments have shaped the entrenchment of the rights of civil society to act autonomously, and have underscored the importance of a developmental state and the role of a vibrant and growing private sector, both formal and informal. However, to make these ideals a reality, there is a lot that civil society as the recipient of the resources needs to recognise, acknowledge and address in order to maximise the available opportunities in a new dispensation.

The poverty statistical trends presented in Table 2.2 and the graph shown in Figure 2.1 below provide us with more insight into the challenges faced by the country:

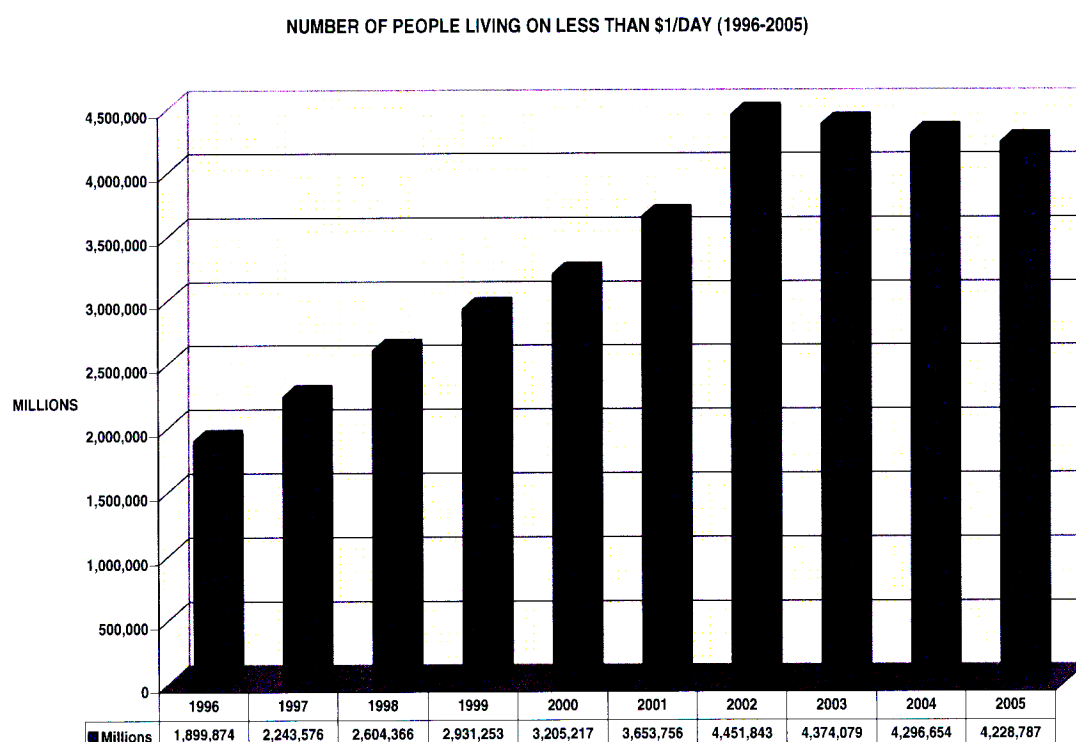
Table 2.2: Poverty Trends

<b>YEAR</b>	<b>NUMBER</b>	<b>PROPORTION (%)</b>
<b>1996</b>	1 899 874	4.5%
<b>1997</b>	2 243 576	5.2%
<b>1998</b>	2 604 366	6.0%
<b>1999</b>	2 931 253	6.6%
<b>2000</b>	3 205 217	7.1%
<b>2001</b>	3 653 756	8.0%
<b>2002</b>	4 451 843	9.7%

YEAR	NUMBER	PROPORTION (%)
2003	4 374 079	9.4%
2004	4 296 654	9.1%
2005	4 228 787	8.8%

Source: Global Insight Southern Africa, Regional Economic Focus, 2006

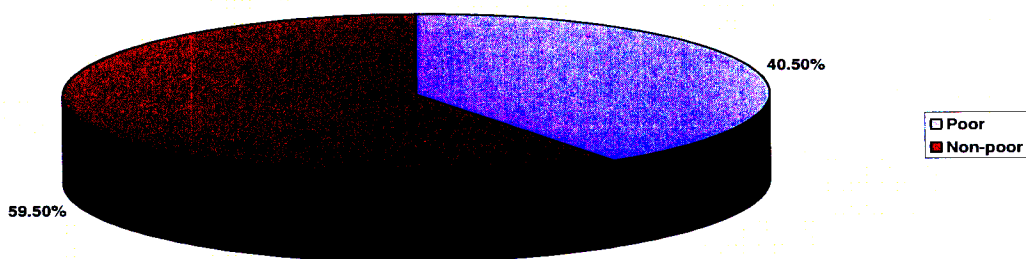
The challenges raised in Table 2.2 and Figure 2.1 show a growing trend towards poverty and a greater number of the population falling below the poverty living income.



**Figure 2.1: Number of people living on less than \$1/day (1996-2006): South African Survey, 2006/2007 SAIRR**

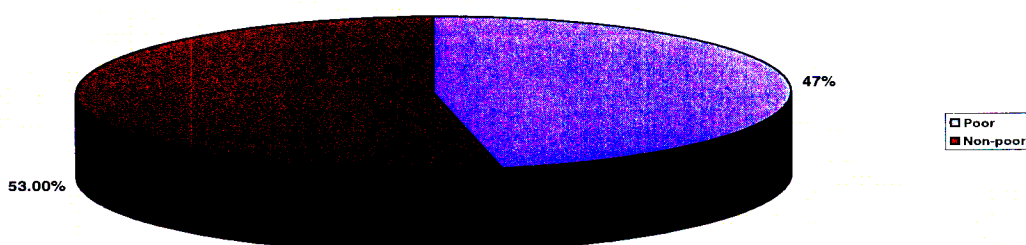
Figures 2.2 and 2.3 below indicate a comparative situation of the proportion of people living in relative poverty in 1996 and 2005 respectively. The poverty and unemployment faced by the country are an undeniable reality. These challenges can only be solved when there is an acknowledgement of the problem and the readiness to engage all stakeholders. While it is true that the economy is growing and new jobs are being created, the picture above and the figures below tell a different story – that of a complex struggle that is hard to win.

PROPORTION OF PEOPLE LIVING IN RELATIVE POVERTY (1996)



**Figure 2.2: Proportion of people living on less than \$1/day in 1996 (Global Insight Southern Africa, Regional Economic Focus, 2006)**

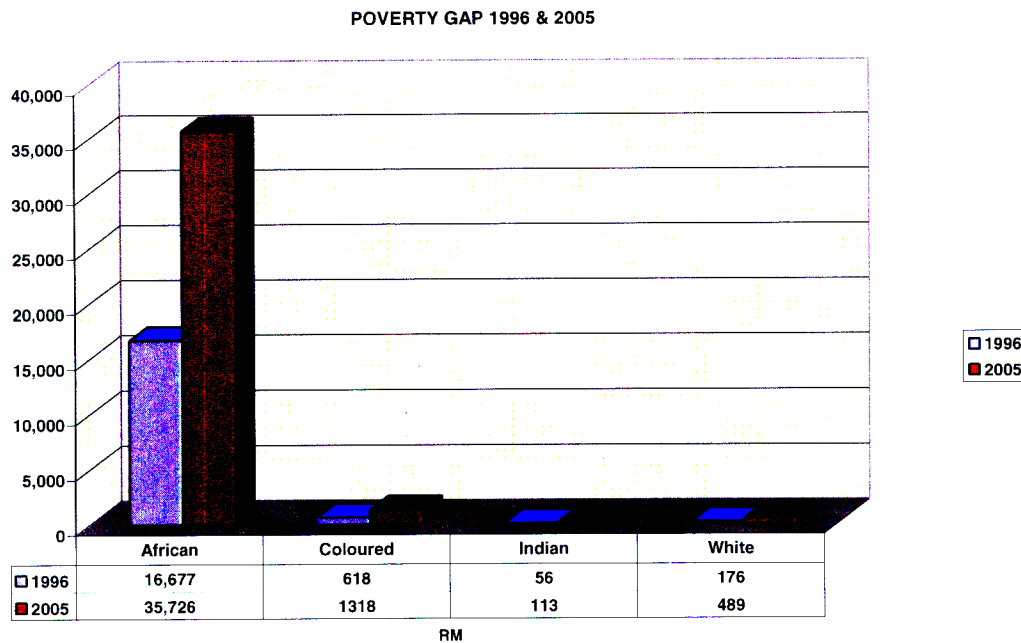
PROPORTION OF LIVING IN RELATIVE POVERTY (2005)



**Figure 2.3: Proportion of people living on less than \$1/day in 2005 (Global Insight Southern Africa, Regional Economic Focus, 2006)**

In its publication, *Business and Employment Online* (2007), the South Africa Institute of Race Relations further demonstrates the complexity of the poverty debate (Dimant et al, 2007).

Figure 2.4 below shows the poverty gap among population groups, a comparative study for 1996 and 2005 respectively.



**Figure 2.4: Poverty gap by population group in 1996 and 2005 respectively**

Furthermore, the latest approaches and statistics on Figure 2.4 provide a renewed insight into the dimensions of poverty such as:

- (1) Poverty is multi-dimensional and needs an integrated and coordinated intervention;
- (2) Poverty is not only about a lack of income, but involves a number of different dimensions such as asset base, infrastructure, housing, land, safety and security, health, education and employment;
- (3) Poverty is embedded in social relations of inequality and power;
- (4) Effective responses to poverty must be anchored to the experiences and needs of the poor themselves; and
- (5) The reproduction of poverty is structurally embedded in economic, social, cultural and political relations, which create a complex and long-term process of intervention (Isandla Institute, 2000:4).

### **2.3.2 Integrated Development Processes**

Theoretically and in practice, integrated development must be pursued through the politics of inclusive democracy, appropriate economic growth, gender equality, balance and sustainable inter-generational equity. Furthermore, Max-Neef, as argued by Clarke (1993), classifies four satisfiers, namely being, having, doing and interacting. By nature all human beings aspire to fulfil all four satisfiers.

Broad-based development would be unachievable without a robust and sustainable economic development thrust. It is a challenge to pursue integrated development since economic growth acts predominantly against equity, political plurality and environmental sustainability. This is where government, civil society and the private sector struggle to understand the relationship between the level of developmental input and incentive, the type of community-based institution, the type of links with external players in the private sector and government, and the level of support to make the chemistry at community level happen. This would ensure ownership, sustainability, accountability and legitimacy.

There are current debates on the applicability of integrated development, especially at local level where there is greater impact, execution and experience. This is the level where there is greater energy and commitment, greater pain and determination to eradicate poverty in all its manifestations. At this level there is therefore a greater call for coordination and integration, but very few civil, private and public organisations actually know what it means to apply these in day-to-day practice.

### **2.3.3 Sustained Dialogue**

South Africa has produced amazing results since the era of CODESA's process of negotiation. Various organisations and individuals have traded their skills on the continent and beyond, demonstrating that human beings can find breakthroughs and synergy in the midst of conflicts and complexity. Sustained dialogue, as pursued by The Institute for Democracy of South Africa (IDASA), is a systematic, open-ended process for transforming conflicting relationships over time. It affords a platform for groups of concerned citizens and community leaders to explore the underlying relationships behind their perceived conflicts and develop a journey together to solve them. This process is anchored to the following four elements: (1) Building or repairing relationships, (2) Continuous dialogue is facilitated involving a fixed group of participants over time, (3) Ownership and self-directed processes are fundamental to make dialogue a transformational experience, and (4) Champions of the dialogue process called moderators are identified and trained to create local-based leadership.

The current democratic context has provided space that forms part of community conversation and dialogue mechanisms to affirm some of the old indigenous means of community conversation, organising and mobilisation such as:

- *Imbizo*, which is an open-ended, larger stakeholder meeting with no limits of participants. Here issues are raised with no restrictions and responses are provided on a dialogue platform of engagement and clarity.
- *Indaba* is a form of a meeting that focuses on current issues or topical matters. It is more focused, direct and specific. Invited stakeholders are strategically relevant and informed on the subject. The discussion takes the form of problem-solving and consensus-building.
- *Umhlangano* is a meeting that is planned and formal with an agenda and minutes. This kind of a meeting can be periodical and regular with invited participants and standing members of the meeting.

### 2.3.5 Partnership

During the mid-nineties, just after the national election, many developmental activists celebrated the development of the Reconstruction and Development Programme (RDP) as the ruling party demonstration of being pro-poor. The same people would argue differently today and say that there has been a great shift in government policies towards more welfare-oriented tendencies with a mix of a pro-market Growth, Employment and Redistribution Programme (GEAR). The former First Lady, Zanele Mbeki, joined a chorus of government critics during a conference of government and community workers in George (Sunday Times on 11 December 2005). The arguments raised all boiled down to the relativity of dialogue, discussions, involvement and participation. Her views, therefore, challenge the concept of private, public and civil society partnerships promoted by government in terms of the promotion of “universalist” notion equality of single regulatory processes for all key stakeholders. Partnership has the implied notion of mutuality, equality, common purpose, alliance, complementarities, collaboration, cooperation, togetherness and a sense of inter-dependence.

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.(Rein, Scott, Yambayamba; et al, 2005: 1).

Rein et al (2005), attest that core to this concept is common purpose, mutuality, risk sharing, value-added benefits and collaboration. To support this view, true partnership would progress through the following eight steps as adapted from the twelve phases by Tennyson:

- Scoping and scanning to identify common burning issues,
- Integrated planning to define roles and responsibilities,

- Defining appropriate institutional setting and capacity,
- Working together to leverage resources,
- Effective execution,
- Renewing and measuring for return on investment,
- Continuous monitoring for impact, and
- Exit processes and re-constructing.

There are a number of new dynamics that have emerged since the attainment of democracy in 1994. The new democratic government pursues an approach that is less prescriptive and more participative and democratic. There is a greater realisation that the 21<sup>st</sup> century challenges require collective leadership and collaboration. A number of challenges facing society cannot be solved by only one stakeholder. The private sector accepts a need for broader consultation in areas of employment equity, affirmative action and procurement, social investments and social networks. On the other side, Max-Neef, (1993), Covey (2005) and Collins (2006) agree that civil society finds itself in an even better position to exert more influence and raise its voice for its survival, influence, and space to become a critical player in the development space. As they argue, leaders in civil society organisations face a different context with different dynamics of relationships, networks, partnerships and conditions for partnerships.

## **2.4 Leadership and Partnerships through Team Coaching**

The researcher's experience on leadership and coaching practices demonstrates a new, growing demand to provide more than just theory but a direct practice of sharing of experiences in terms of application. While leaders do get support on a one-to-one basis, it becomes abundantly clear that the workplace environment has become more challenging and even more difficult. Coaching support interventions, therefore, have suddenly extended to team support to improve synergistic behaviours and a change of perceptions. The exodus of highly experienced leaders in the civil society sector creates a greater need for mentorship and coaching as the environment becomes more complex and challenging. This would provide skills transfer, sharing and continuity to ensure quality of services. Team coaching is a means towards nurturing group partnership.

### **2.4.1 Building Leadership Support**

Coaches are always mindful of the fact that to develop successful leaders, some of the factors they have to be mindful of as they develop leadership include the following skills:



- Awareness of self and other preferences and needs,
- Acknowledgement of one's personal responsibility in every thought and behaviour, before leading to
- Action (Mthembu, 2007: 10).

The 3A's allow leaders to become authentic in their own responses in all situations and challenges. Stephen Covey further exposes this in his explanation and teaching about pro-activeness. He shares his wisdom about the importance of four (4) endowments: self-awareness, imagination, conscience and independent free will (Covey, 1989: 71).

Therefore, in order for organisations to be sustainable and to be able to create a meaningful impact within the context of social development, one of the important aspects within the partnership and leadership contexts is team coaching. The civil society sector understands this concept very well, as its context and leadership traits are those that support participation, relationships, dialogue, empowerment, skills transfer and principles. According to Cathy Fiorina, former CEO of Hewlett Packard, "leadership has nothing to do with position, title, status or power. Leadership is a choice to make a difference and to do what others are not willing to do. It has to do with unlocking the potential in others"(Mthembu, 2007: 9).

#### **2.4.2 Leadership in a Complex Environment**

Dr Rosie Miller of the Success Group in the United Kingdom and Ireland in *The Global Coaching Partnership* (2004) conducted a survey on the question: "What are the key challenges for global leadership and how are they being addressed by international and global leaders?" In Miller's conclusion, the main behaviours or skills for successful global leadership included cultural sensitivity, people management skills, consistent clear communication and a clear vision. Some of the findings were:

Firstly, areas where successful teams do well, understanding each other, clear common objectives, effective execution and celebration and proper use of diversity;

Secondly, issues of focus for greater impact of communication covered the creation of a common vision for people, cultural sensitivity, a clear and simple message and appropriate recognition and reward; and

Thirdly, the greater global challenges facing businesses are balancing local/global issues, retaining and developing talent and leadership, adapting management style, and facing uncertainties and change.

Furthermore, the study concludes by emphasising that the 21<sup>st</sup> century leaders have to develop confidence to: (1) Articulate a vision that is meaningful to both them and their teams; (2) Listen to feedback without judgment or intent to justify or defend; (3) Welcome questioning and challenges from their teams; (4) Manage complexity and change; (5) Allow their teams to find their own way to achieve and deliver agreed results, and (6) Develop a high level of cultural sensitivity and allow diversity (*The Global Coaching Partnership*, 2004).

The study also highlighted that today's employees do not look to their leaders for instruction and answers. They are looking to them to explain where they are going and why. People expect their organisation to create conditions to grow their talents, motivation, clear purpose and innovation, and align their personal meanings to the workplace and organisational goals.

In his book *Management Challenges for the 21<sup>st</sup> Century*, Peter Drucker (1999) provides the following additional insights: (1) Those organisations should become change leaders through effective changes that influence policies for the future, systematic methods to look for and anticipate change and create policies to balance change and continuity, (2) The knowledge worker needs autonomy, continuing innovation, continuous learning and wants to be treated and seen as an asset, and (3) There is a need for the knowledge workers to define what they are, where they belong, what they contribute, how to take relationship responsibility and how they are allowed to plan for their lives.

When the above issues are dealt with well, there is a greater possibility of retaining skills that add value to the sustainability of an organisation. In the opinion of the researcher, most organisations fail and close operations purely because of uncertainties and sometimes lack of cohesion. Taylor, in his article, describes leadership challenges "as moving away from scientific towards application of systemic art as a means to accomplish improved organisational appreciation and practice to achieve balance" (Meyer and Boninelli, 2004: 178). According to Wheatley, change and complexity are inevitable. However, according to her, "sustainability is anchored to a participative universe that deepens understanding and the importance of ownership, belonging, self-references, identity and energy" (Wheatley, 1999: 69).

### 2.4.3 Influences of Effective Leadership

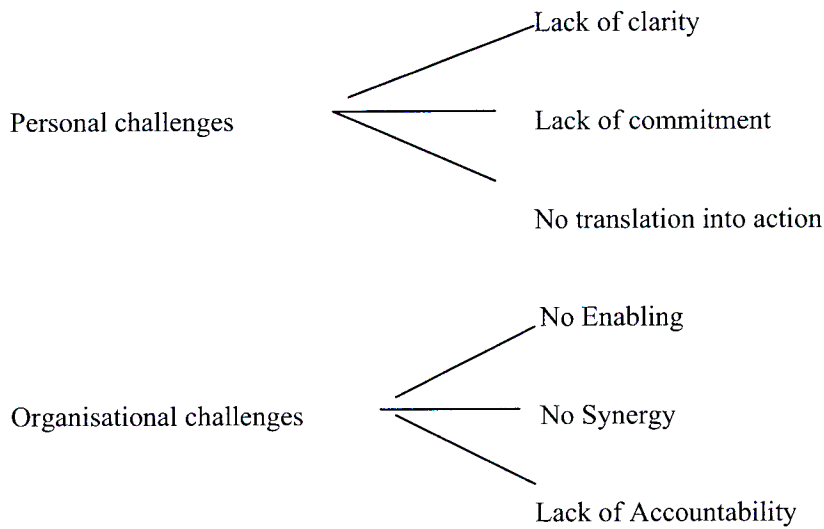
The challenges facing organisations is to provide opportunities for leaders to become authentic and dynamic and break the stereotypes of the old rituals and tokens associated with positions, status and behaviourism that separate and create divisions, mistrust and power abuse. Real authentic leadership is about self-assertiveness, risk-taking, defined personal values and principles, clarity of ground rules, self-awareness and empowering others. To realize this type of leadership, Mthembu (2007) argues that teams and other members need to develop mutual understanding of each other's needs, preferences and unique contributions.

Despite the comforts of imposed cultures and many influences and pressures of being authentic, truthful and honest to all stakeholders, there are greater advantages and pay-offs, such as: (1) Spontaneous, innovative and creative thinking and behaviour, (2) Sustainability and long-lasting memories that inspire people, (3) Consistencies that are based on principles and values that do not change with different circumstances, (4) Predictability that commits people to the bigger goal and clear vision, (5) Acceptance that leadership is influence rather than power and control, and (6) Accepting the old saying: "What you get out depends on what you put in."

Therefore the evidence of good leadership is seen through the success and impact that the company or organisation creates. Sometimes it could also be observed through the nature of an organisational culture, the attitude of employees, the nature of services provided in terms of quality, relevance and flexibility, staff turnover, the internal energy level, the culture of collaboration and teamwork, level of innovation and creativity and the ability to instil self-discipline.

In his latest book, *The 8<sup>th</sup> Habit*, Dr Stephen Covey shares an insight into researched-based evidence of the execution gap, and argues that this "poses a challenge to personal and organisational effectiveness." (Covey, 2005: 272-278). The study indicates the difficulty experienced by most organisations to execute their intentions and align them with strategic plans. The reasons contributing to this challenge could include lack of employee capability, lack of experience and skills and sometimes an organisational culture that does not empower individuals to act, take risks and account appropriately.

This theory is anchored to the following six pillars:



The above indicates that without clear individual purpose and meaning that create clarity, commitment and execution, the organisation struggles to create an enabling environment to develop synergistic behaviour and habits that ultimately lead to effective accountability. Therefore, the researcher believes that authentic leadership is all about the following five practices: (1) Challenge process to explore new meaning, new purpose, experiment more and question stereotypes, (2) Inspire a shared vision towards an uplifting and noble future with ability to enrol others, (3) Enable others to act and execute through collaboration, cooperation, sharing and with visibility, (4) Model the way by aligning actions or behaviour to words, taking ownership and accountability aligned to your values, and (5) Encourage the heart through relationships by recognising the contribution of others and celebrating team accomplishments.

When the execution of plans recognises the above issues effectively, then there is greater assurance for leadership and personal effectiveness. In fact, according to Covey, leadership is about “communicating to people their worth and potential so clearly that they come to see it in themselves” (Covey, 2005: 98).

It is clear that any change, transformation and team effectiveness are highly influenced by the nature and style of leadership. The survey conducted by The Global Coaching Partnership provides an insight into the challenges that leaders face and that need attention. These include communication, clarity of objectives, effective management of diversity, listening and openness to challenges and change. Such challenges require a high level of maturity, confidence and self-mastery which avoid behavioural tendencies, such as being defensive, authoritative, having self-doubt and the inability to build long-term relationships, as expressed by Covey in *The 8<sup>th</sup> Habit*.

“Today’s leaders are challenged first to find their voices and then create space and environment for others to find their own (Covey, 2005: 26). This is the best modelling call to leaders to become vulnerable and authentic in their characters. This kind of leadership maturity is for Meyer et al (2004) described as capacity to learn which is key to organisational capacity important for survival.

## **2.5 Leadership Dynamics and Perspectives for Sustainable Development**

This study is derived from a diverse context experienced through various NPOs. Some of the organisations from which lessons and analysis will be extrapolated, experiences included and of which knowledge and understanding will be used are the from the National Development Agency (NDA), Maputaland Development Information Centre (MDIC), Interfaith Community Development Association (ICDA), Ethalaneni Development Trust (EDT) and National Economic Development and Labour Council (NEDLAC) in the context of poverty eradication and sustainable development in South Africa.

### **2.5.1 Civil Society Context**

Some of these organisations will be reviewed in detail in Chapter 3 in order to provide insights into and deductions made about the context of civil society. The NDA, for example, is a public agency established to facilitate social development of and intervention in poverty eradication. Its focus is on supporting and sustaining the capacity and effectiveness of the organs of civil society that work with poor and marginalised communities. This would ensure that delivery of services does not exclude the communities.

As a public agency, the organisation is faced with a number of challenges to ensure impact, value for money and measure-effectiveness and leverage adequate resources to achieve sustainability.

In my opinion, these challenges are compounded by the following factors: (1) Diversity and scope of civil society, (2) The capacity levels in terms of management and leadership to ensure quality service delivery, (3) Complexity in terms of defining measurable indicators, (4) Lack of a proper, comprehensive strategic planning process, (5) Lack of useful monitoring and evaluation systems, and (6) Poor and uncoordinated organisational structures for civil society.

Over and above such challenges, the context in which the organisation operates is very complex and political. The concept of poverty is relative and its definition changeable. Its definition is

also subject to political influences and manipulation. This is due to the fact that, among other reasons, the South African situation is unique in that:

Firstly, the constitution establishes clear, separate roles for and distinguishes between the legislature, executive and the judiciary. It also enforces decentralisation, cooperative governance, human rights and equality, community empowerment through legitimisation, consultation, participation and capacity building. The rights enshrined provide sustainability in terms of the environment, ecology, society and procedure, and

Secondly, the imperatives of dialogue, participation and consultation are also embedded in the South African constitutional framework. This poses a greater challenge for leaders as it compels them to be considerate prior to any major decisions that impact on the broader society.

### **2.5.2 Sustainable Development**

Sustainable development, on the one hand, is a process that meets the needs of today without sacrificing the ability of future generations to meet their own needs. It is multi-dimensional and encompasses complex interactions between economic, social, political and environmental issues (UNDP, 2003). This approach to development represents a framework that prioritises poverty as the primary goal to pursue a stable, safe, and just society.

While there are many interpretations of sustainable development, there is consensus that sustainable development “... delivers basic environmental, economic and social services to all without threatening the viability of the natural and social systems upon which these services depend” (Reis, 1995: 12).

Therefore, as Oelofse (2002) puts it, sustainable development is inter-connectedness between economic development (growth, equal and fair profit market expansion), ecological development (carrying capacity, resource conservation) and community development (local self-reliance, basic needs, equity, participation, social accountability and appropriate technology).

Eradication of poverty, on the other hand, is an indispensable requirement to achieve sustainable development. Similarly, according to the UNDP report (2003) income and wealth inequality impede sustainable development. Furthermore, a developing country that is in transition requires high level support and resources to address poverty and inequality, especially when about 48,5 per cent of the South African population (21.9m) currently falls below the national poverty line, and the level of unemployment has increased to 42,1 per cent. The gap between economic growth and

employment growth is widening, thus making it difficult for the poor to integrate into the current process of economic expansion. Environmentally, while policies are in place, the conditions are very difficult when the poor directly depend on natural resources and are easily exposed and vulnerable to hazards, conflicts and diseases.

While it is critical and important for South Africa to attain economic growth, the social system that is in place is becoming a financial burden to the fiscus, a huge liability and a source of dependence and exploitation.

### **2.5.3 Sustainable Development Audit of Poverty Eradication**

#### **2.5.3.1 Key principles for sustainability**

The following key principles for social development are critical in providing a reality picture in any given situation. These are for Oelofse (2002):

- Futurity as an expression and a concern for future generations, environment as a concern to protect the integrity of the eco systems,
- Equity as a concern for today's poor and disadvantaged, and
- Public participation as a concern that individuals and communities can participate in the decision-making process that affects their own lives.

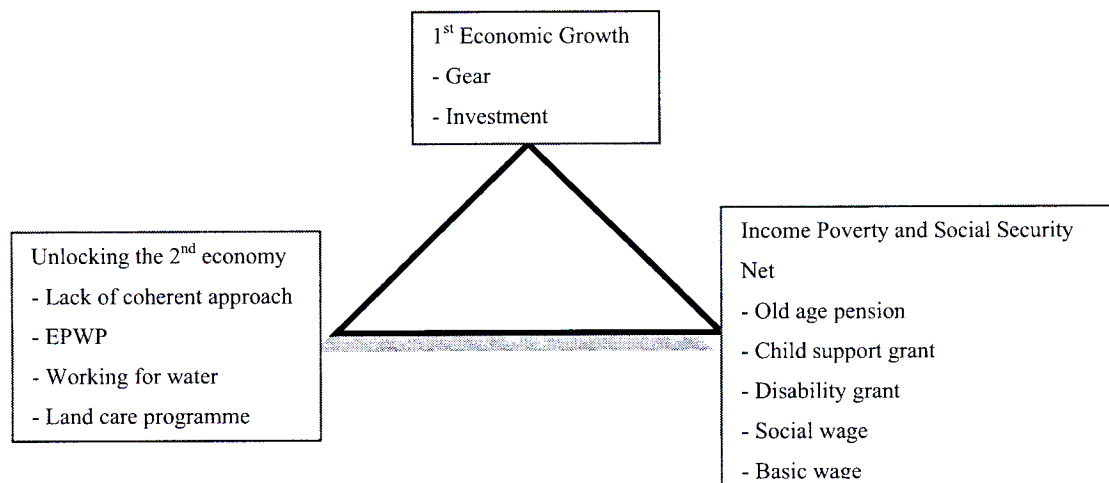
The above principles, however, raise a number of key assumptions that are critical if the principles should determine application. Such assumptions are: (1) There is adequate access to information and resources, (2) People are active and well-informed on their rights and what relates to their affairs and interests, (3) The level of education, access to technology and literacy is adequate, (4) The policies and legal frameworks create a conducive environment, (5) There is political will by the current government, and (6) There is an understanding and knowledge of who the poor are.

#### **2.5.3.2 Current reality in a South African context**

While I agree that sustainability is a pathway, a journey and a process, it is important to reflect within our environment and audit on what exists or does not exist. Since 1994 the South African context has found itself appropriately challenged and struggling to respond proactively to issues of sustainable development. There is a myriad of existing policies, programmes and initiatives that encompass the economic, social and environmental realms of the country. The three spheres of government at national, provincial and local levels are working towards achieving greater democratic accountability and participatory and integrated development. In addition to these, new

public entities including the National Development Agency have been established and continue to be re-aligned to complement government and to reach out constructively to the active civil society.

This is a unique feature of South African politics that is embedded on the following triangle:



**Figure 2.5: Turnaround Strategy for Development**

The not-for-profit community is a critical partner across a host of policy debates at all levels and in pursuance of supportive alliances with the private sector.

At the centre of such democratic evolution lies a series of policy frameworks such as the Reconstruction and Development Programme (RDP), Growth, the Employment and Redistribution Programme (GEAR), Spatial Development Zones (SDZ) and Spatial Development Initiatives (SDI), Development Facilitation Frameworks such as Integrated Development Planning (IDP), Municipal Systems and Structures Act, Consultative National Environment Policy Process (CONNEPP), Integrated Environmental Management (IEM), Non-Profit Organisation Act and broad-based Black Economic Empowerment initiatives. All these interventions are geared towards achieving a secured wealth creation, empowerment, stewardship and entrepreneurship through social interventions.

In the context of the environment within which the civil society organisations operate, there are a number of challenges that require attention. According to the researcher's views, they are the following: (1) Internal and external structures that hinder efforts such as capacity for implementation, lack of integration, bureaucratic tendencies, diversity, and contradictions within civil society, proliferation and fragmentation of poverty programmes, independence and/or lack of independence of public entities; (2) Emerging new requirements for stakeholders such as greater accountability and transparency, governance, co-ordination and revival of a civil society



movement, effective leadership of the civil society, compliance with strict accounting needs, facilitative processes to integrate development initiatives to local and traditional authorities, access to market opportunities, greater and stricter governance structures and policies; (3) Distinctive competences and a competitive advantage to address disbursement capacity and implementation, commitment and passion to understand development, economic literacy and effective monitoring and evaluation; (4) Strengthening strategic leverage areas for The National Development Agency in areas of strategic partnerships, political sponsorship, building and improving organisational capacity, resource mobilisation and developing and sustaining leadership, and (5) A civil society context that is challenged with loss of leadership and organisational paralysis as it re-adjusts to new demands, and funding crises that cannot meet the growing demands and needs, urgency on speedy and quality delivery, formalisation of the civil society structures and a greater need to foster constructive engagement and partnership with government and the private sector. Clark (1991), explains this context as daunting and perhaps frightening.

### **2.5.3.3 Gap analysis in the context of sustainable development**

Recently, through agreements at NEDLAC and the Growth and Development Summit, government has put objectives in place for reducing unemployment levels by half by the year 2014. This, it is suggested, will be achieved through a number of initiatives such as public investments, expanded works' programmes, sector partnerships and strategies, local procurement, small enterprise promotion, support for cooperatives, and job impact monitoring. However, the following gaps need speedy attention as defined through the NDA Report of (2002): (1) A lack of proper co-ordination and reporting on the usage of funds, (2) A need to ensure that reporting to an over-arching Committee of Parliament is done in order to provide oversight, (3) A need to enforce co-ordination across the whole development sector, including private sector agencies that deal with poverty and sustainable development, (4) The Cabinet cluster cooperative planning and reporting system does not currently provide proper integration of sustainable development since, in the final analysis, the setting of priorities and scorecards by each department takes precedence over other issues, and (5) Strictly, the donor/donor country, without the participation of local partners, does the management and disbursement of development funds in many instances. This creates difficulties for accountability and for monitoring and impact evaluations. Where attempts are made, there are no continued efforts of clear and appropriate methodologies and tools and, therefore, no sustainability and impact.

The strongest component of sustainability that is performing well is economic, while the social and environmental components have many challenges to overcome.

#### 2.5.3.4 Indicators for sustainability

Good and appropriate indicators should be simple and contextual in order to determine the amount and direction of change taking place in the environment and to establish the level of sustainability achieved. They also act as precautionary measures to avoid problems and/or worsening situations, and are used to determine progress against goals and targets set. In the context of the National Development Agency, indicators would look into external impact and internal operational performance. However, indicators have to align with the following principles in line with van Der Merwe et al (2007) and the NDA Report of (2002) respectively:

- Relevance,
- Reliability,
- Plausible information,
- Public understanding and access,
- Acceptability by people and linkage to other sectors with a baseline for the future that are globally linked as well

#### 2.6 Conclusion

This chapter has exposed the nature of dynamics, complexities and concepts that relate to leadership and partnerships. These are critical in order to highlight civil society roles and functions for their sustainability. Therefore, juxtaposition can be made using a known exposition such as the University of Cambridge's *Working Together*, a critical analysis of cross-sector partnerships in South Africa, which provides interesting scenarios on partnerships.

Firstly, partnership is defined as “a mutually beneficial relationship echoed in words and phrases such as alliance, association, collaboration, compact, cooperation, dialogue, discussion, engagement, forum and working together”. The main fundamental reasons for such relationships are augmenting strengths and overcoming weaknesses. It also provides what Rein et al (2005) sees as a platform for effectiveness and efficiency and which according to Collins (2006) and Williams (2005) gets its real value and meaning through leadership traits that combine action-centred leadership, situational leadership and level 5 leadership.

Secondly, partnerships are critical to organisations that are constantly changing. They are dynamic and complex yet all inclined towards sustainability, accountability, sharing, strong governance, innovation, relevance, synergy, ownership, and with a facilitative leadership trait. When change is at its high, organisations require engaging, mobilising and focusing all stakeholders to open possibilities without limits. And as Collins (2006) and Williams (2005)

concede leadership in this context depends on delegation, challenging, developing a buy-in, nurturing, directing and serving others (Collins, 2006 and Williams, 2005).

Lastly, leadership traits and styles make or break partnerships. Leaders become the champions or jockeys to make partnerships meaningful, beneficial and sustainable. This is achieved through consistent enforcement of a culture of community, teamwork, mutual respect, complementarities and equity. Williams, (2005) argues that the facilitative leadership role reinforces others' contributions to become relevant, acknowledged and meaningful.

The next chapter will provide a clearer understanding of the context in which civil society organisations operate. This helps to anchor the main purpose of this study within a historical context of a South African reality as a developing society.

## **CHAPTER 3 - CONTEXTUAL BACKGROUND AND REFLECTIONS ON TARGETED CIVIL SOCIETY ORGANISATIONS**

### **3.1 Introduction and Background**

This chapter explores the various dynamics and processes within which the two-targeted organisations operate. These organisations are the National Development Agency (NDA) and Maputland Development Information Centre (MDIC) since their case studies give practical lessons about managing partnerships. Furthermore, public programmes are also discussed to provide insight and an understanding of government initiatives and their role at implementation level.

Pushing back the frontiers of poverty is the resolve of government as it continues to reinforce the principles on which the Reconstruction and Development Program (RDP) was based. The RDP as an integrated, coherent socio-economic policy framework sought to mobilise all the people and the resources towards the final eradication of poverty and underdevelopment.

During the National Assembly's Trade and Industry Portfolio Committee proceedings of 3 June 2003, Prof. Ben Turok (MP) intimated that "MPs have encountered complaints that funding is scarce, that civil society organisations are starved for development work and that some agencies are under-performing" (NDA, 2002: 10). Some of the recommendations discussed included the following: (1) That there is a need for greater cooperation across the whole development sector including government and private-sector-funded agencies; (2) That there should be greater cooperation within the civil society organisations, and (3) That the capacity of the civil society with a track record should be used.

The Portfolio Committee further recommended that a massive partnership and joint effort across the private sector, civil society, community organisations and government be embarked upon for the purpose of reaching the development goals to benefit all. The concept of cooperative advantage on which the NDA was founded, was rooted in the African culture of communalism and the Freedom Charter. In line with Khoza (2005), it has also found living expression in Chapter 3 of the Constitution, broadened in the notion of an African Renaissance and the New Partnership for Africa's Development (NEPAD) framework.

Cooperative advantage seeks commonalities rather than differences, strengths rather than weaknesses, joint action rather than competitive action, synergy rather than chaos. Therefore,

interventions on poverty must be informed by these principles that underlie our constitutional framework. The establishment of the NDA was according to Isandla Institute (2000) and NDA report (2002) a practical expression of the notion of cooperation through the encouragement and establishment of initiatives for poverty eradication and of providing a national framework for resource leveraging and partnership with other donor agencies and civil society. Theory and practice suggest that the mandate and the nature dictated to NDA require an integrated developmental approach as part of a national strategy that is pursued through policies and principles of inclusive democracy, appropriate economic growth, gender equity and sustainable and inter-governmental equity. The complexity and political dynamics of integrated development require a broad-based development approach. Furthermore, integrated development must acknowledge and also be responsive to the needs and entrenched rights of citizens and poor households. The important role of this approach, while its application is complex, entails effecting change that leads to productive inter-relations between economic and social change. This should be enforced through the deepening of civic participation in local affairs that relate to greater capacity to access and influence decision-making over resources and projects at a local level.

It is against this background that the National Development Agency was established to act as the interlocutor between government and civil society. It is tasked to promote dialogue as well as to co-ordinate research, debate and facilitate participatory processes for policy formulations. From the researcher's experience, this function has been difficult to accomplish due to a lack of adequate resources, political interference, inappropriate accountability lines, competing agendas, lack of clarity of the national policy position on poverty eradication, difficult operative space for execution, and the proliferation of similar but loosely established programmes within various departments and private entities. Netshitendze and Chikane (2006), support this position as they conclude that: (1) There is a need to articulate an overarching vision for the country, (2) Encourage social partnerships to achieve national objectives to permeate all government work, and (3) Clearly defining and allocating responsibility and build capacity to drive second economy programmes.

### **3.2 Not-for-Profit Development Sector Evolution**

The transitional and transformational nature of our context in South Africa still poses a number of contestations and complexities whose roots are political, ideological, cultural and racial. According to the De Wet, Freemantle, Brink and Koeman (2007), the White Paper articulated in 1994 on the Reconstruction and Development policy subsequently led to the Reconstruction and Development Programme (RDP) that provided a blueprint for development. This led to a process of new institutions such as: (1) The Transitional National Development Trust (TNDDT) in 1995,

which later became the National Development Agency (NDA) in 1998, (2) The transformation of the Independent Development Trust (IDT) in 1998, (3) The launch of the Poverty Alleviation Funds in 1997/98, (4) The National Lottery Distribution Trust Fund (NLDTF) in 2000, and (5) The Umsobomvu Youth Fund (UYF) in 2001.

The total financial support of the above institutions is enormous, supported through partnerships with private, public and donor investments. While, prior to 1994, civil society enjoyed direct relationships with international donor agencies regarding anti-apartheid activities, this scenario has changed dramatically towards direct South African government-driven support. The non-profit sector according to De Wet et al (2007) now suffers a major blow, which requires a new approach if a partnership concept is to be put into practice.

The concept of Private Public Partnerships currently dominates major government projects, which include inter alia: (1) Infrastructure such as; the 2010 Soccer World Cup, Coega project, Regional Electricity Distributors (REDs), Siyeza Manje DBSA programme, Project Consolidate and ACSA Airport developments; (2) Education such as; School Quality Improvement and Development Strategy, Further Education and Training (FET) colleges expansion programmes, National Skills Development Strategy, and (3) Second economy initiatives through Expanded Public Works Programme (EPWP), Black Economic Empowerment (BEE) codes, Cooperatives, Early Childhood Development and Home-based Care Systems with Community Health Workers (CHWs) and SMEs. According to reports and interviews by Finweek (2007), the following reality still remains a challenge: (1) Projects' speed and pace from start to closure are very slow and costly, (2) The procurement process is highly regulated, (3) Government departments lack capacity, skills, buy-in, understanding and clarity of the procurement value of the PPPs, and (4) All the above automatically excludes small players due to high and escalating costs.

There are, however, numerous challenges facing the developmental and not-for-profit sector, which will be raised as critical for sustainability of sound and beneficiary partnerships.

### **3.3 Reflection on the Public Sector Performance on Sustainable Development**

It has been implied previously that cooperative governance, participatory approaches, dialogue and partnerships form the foundation for sustainable development. Furthermore, it can be argued that the following points inform integrated and sustainable development in the context of partnerships: (1) That poverty is multi-dimensional and can only be addressed through a combination of various interventions, (2) That the primary development players in the partnership include civil society, local government, private sector, knowledge institutions, donors and

beneficiaries located and involved with poor communities, (3) That the main beneficiaries should be community-based organisations who work to improve the living conditions amongst members of poor communities; and (4) Capable and effective leaders anchor that sustainability of poverty eradication initiatives on strong and capable development-led institutions (Isandla Institute, 2000).

However, although this research looks at various models of practice as through a number of public-driven programmes that I have observed and experienced, I am going to look at the following selected public programmes and highlight lessons that have influenced community-based development initiatives. These include the following:

### **3.3.1 Spatial Programme**

This programme includes the Integrated Sustainable Rural Development Strategy (ISRDS) and Urban Renewal programme (URP). These are aimed at attaining socially cohesive and stable rural and urban economies with viable institutions, sustainable economies and access to social amenities. Critical elements for these initiatives are integration, decentralisation of decision-making and planning, and partnerships and participatory approaches to development (DBSA, 2005).

### **3.3.2 Infrastructural Development Programme**

The South African government has committed itself to a number of mega projects as a strategy for economic growth and job creation. These include Coega Development Node in the Eastern Cape, the Dube Airport in KwaZulu-Natal, Gautrain in Gauteng and Maputo Development corridor in Mpumalanga. The success of these projects depends on compliance with a number of legal frameworks, constitutional imperatives, consultations and the multiplicity of partnerships and investments. There were approximately according to the Finweek (2008), R8bn worth of public, private partnerships in the market during 2007, and more of the same is in the pipeline. This report indicates the market's doubts regarding PPP opportunities due to the bureaucracy involved in the process.

### **3.3.3 Agriculture, Tourism and Social Programme**

#### **3.3.3.1 Agriculture and Tourism**

The South African constitutional dictates are anchored to a land policy that has three distinct components, such as a land redistribution programme, a land restitution programme and a tenure reform programme. For Adebajo et al (2007), the programme has a lot of contradictions,

complexities and conflicts compared to other policy frameworks such as GEAR and the macro-economic policy, which have access to financial and technical support.

### 3.3.3.2 Social Enterprise Development

The introduction of the Expanded Public Works Programme and Poverty Alleviation Funds forms part of government's attempts to address poverty eradication, social challenges and underdevelopment in order to link the second and first economies. While these have helped to reduce the shame of poverty and build human and social capital, they have not reduced poverty and unemployment. The table below indicates the nature of investments.

Table 3.1: The Rising Social Welfare State

	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008
	Outcome (Rm)				Mid-Term estimates (Rm)		
Social grant expenditure	20 567	28 190	37 010	44 931	52 023	57 070	61 830
% of GDP	2.0%	2.4%	2.8%	3.2%	3.4%	3.4%	3.3%

*Source: Provincial Budgets and Expenditure Review (Gross domestic product as per 2005 Budget Review)*

The above table confirms increasing concern about the viability and sustainability of growing expenditure on social grants without a planned intervention to provide an alternative. The most widely recognised approach to social development is an integrated one, which is about people, balance and equity.

Firstly, integrated social development recognises the fact that the most important task of a development strategy is to create meaningful opportunities for people to empower themselves and pursue their interests to give meaning to acts of economic production, acquire a political voice, express cultural (re) production, and attain self-actualisation.

Secondly, integrated development recognises the fundamental need for balance and the inter-relationship between the economic, ecological and social systems of communities as they are defined at various levels - local, national, regional and global. Meaningful and appropriate development processes recognise the contradictions between these systems, which result in

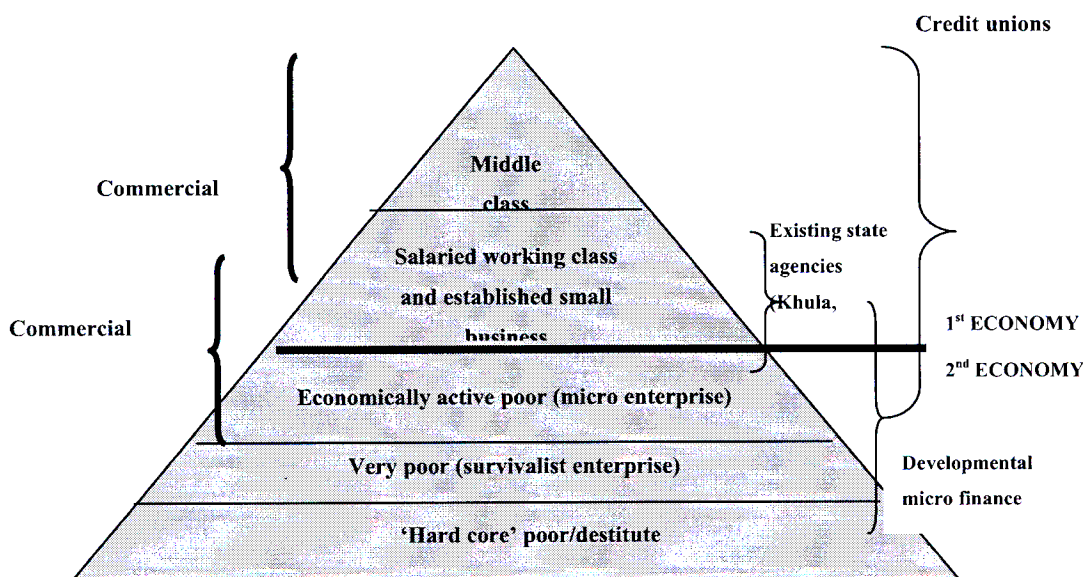


imbalances and socio-economic and environmental crises, and such development processes seek to resolve these issues by finding appropriate trade-offs and balances.

Lastly, social development is a constant process mediated through social institutions which themselves are often unbalanced and unequal. Inequality and inequity are some of the evils of the systems that deny the right to empowerment and sustainability. Integrated social development requires the inclusion of the principles associated with people-centred, rights-based and sustainable development. It is therefore imperative that interventions to cure social ills be integrated and multi-faceted in order to address social relations of inequality and power.

### 3.4 Challenges, Complexities and Constraints

The civil society sector on which this research focuses faces a number of challenges in the context of transformation, democracy and freedom. Figure 3.1 below shows the kind of segmentation realized in reality.



**Figure 3.1: Pyramid indicating access to financial institutions**

The greatest challenges facing the country are management of the interface and the integration of the so-called 1<sup>st</sup> and 2<sup>nd</sup> economy. Access to the available resources and opportunities indicated in Figure 3.1 remain an obstacle for the poor and disadvantaged. Assumptions that the establishment of state institutions solves all problems have not worked well. It is not only a case of institutions, but also one of policy positions, clarity of prioritisation, and the capacity of state institutions to deliver. It is also a case of processes and procedures that are too complex, a lack of involvement, failure to understand real needs, and a lack of managing partnerships of an empowering nature. Such a calculated and purposeful approach would be enforced through tighter accountability

mechanisms with clear support for capacity building, as well as monitoring and evaluation interventions. However, Galbraith and Kennedy (2009) argue that the international great turbulences are shaking the foundations of the world and bring many structures tumbling on the ground similar to 1919, 1945 and 1989. South Africa cannot escape the effects of this global turmoil.

### **3.4.1 Integrated Development Processes**

Most organisations view the concept of integrated development as one that is both complex and sometimes elusive. The concept entails effecting change that leads to productive inter-relationships between economic and social change. Increased civic participation in local issues provides an opportunity for greater capacity to access and influence decision-making regarding resources at local levels. Forging this productive and organic linkage between economic and social change is the most important challenge, and unfortunately the least understood within civil society and the state. There are, nevertheless, indications of community-oriented programmes in government such as: (1) Community-based public works programmes, (2) Poverty alleviation grants and income generation initiatives in social development, and (3) Social housing and infrastructural projects, amongst others, that are designed to explore this articulation.

In this context, civil society organisations are expected to provide leadership, guidance and management skills to support these community-based initiatives. Such expectations can be well executed when the civil society organisations have structured themselves strategically to achieve successful linkages between the social and economic objectives of the country.

However, most civil society organisations are themselves still struggling to understand these inter-relationships between the level of development input and incentive, the type of links with external players in the private and public sector, and the level of support needed to make synergy happen in a way that is owned and sustained by the communities themselves. In spite of such challenges, the civil society organisations are the most appropriate and indispensable role players to fulfil these functions. This is well argued by Jim Collins, who raises the importance and unique advantage of the social sector to include the following: (1) Ability to manage multiplicity of the accountability lines and partnerships, (2) Commitment that is beneficiary-based rather than narrow shareholder value, and (3) Passion to create a long-lasting legacy and impact (Collins, 2006).

The tables below provide evidence of the levels of the poor and their access to basic services. It is evident that the challenges remain complex.

Table 3.2: Changes in average household size by poverty group

YEAR	VERY POOR	POOR	NON-POOR	ALL
1995	6,57	5,86	3,45	4,53
2000	6,07	5,22	2,85	3,92

Source: Stats SA: 2004 very poor poverty line = R174 per capita expenditure monthly

Table 3.3: Changes in access to basic services by poverty group

BASIC SERVICES	% OF POOR HOUSEHOLDS		% OF NON-POOR HOUSEHOLDS	
	1995	2000	1995	2000
	Public electricity	34,9	58,4	79,8
Piped water	59,3	77,2	88,7	94,0
Sanitation facility	74,6	71,7	93,7	91,3
Telecommunications	5,9	16,1	41,8	52,2

Source: Stats SA (2004)

**Poverty line** = R322 per capita expenditure monthly

**Public electricity**: connected to public network

**Piped water**: piped water inside the house or in the yard at a public tap

**Sanitation facility**: modern sanitation facility excluding bucket toilet

**Telecommunications**: cell phone or landline

The table above indicates great strides in the delivery of basic services. It is only telecommunications that still is a challenge and mostly affects the poor and disadvantaged. However, with the rising level of poverty, unemployment (Table 3.4) and crime, the poor cannot be left on their own. This drawback indicates a conceptual and methodological challenge in terms of choices made to eradicate poverty. Sometimes there is too much reliance on grants and less emphasis on self-help-related projects that encourage food security, self-reliance and income generation.

Therefore, in the researcher's experiences, national and local-based projects that have become successful and sustainable, such as the Marang women in bee-farming in the North West, the Mashashane poultry project in Limpopo, the MDIC in Maputaland, KwaZulu-Natal and Marula Products in Bushbuckridge, Mpumalanga, because of strong, locally-based individuals who demonstrate leadership skills to manage partnerships and understand the value chain and market needs of each project. These projects have established clear strategic plans, defined their markets

with functioning supplier chain management for raw material and established technical and financial partnerships locally and outside of the country.

### **3.4.2 Integrated Area-based Development**

Integrated area-based poverty initiatives and their implementation impact directly at the local level. It is at this level where negotiations, dialogue and ownership are expected to promote ingenuity, dignity, empowerment and the will to survive against all odds. It is also at local level where there is a need for energy, passion, hope and commitment towards eradicating poverty. While there is a greater call for coordination, joint planning and adequate resource allocation, development projects continue on a sectoral basis, entrenched by legislative frameworks such as the Local Government Systems Act, Municipal Systems Act (Act No. 32 and 33 of 2000), Independent Development Plans (IDPs), the Integrated Sustainable Development Programme (ISRDP), and the Urban Renewal Programme (URP), to mention a few. Most community-based civil society structures lack skills and structures that promote area-based integration and sectoral projects, as these require a reasonably sophisticated organisational capacity and conceptual knowledge to execute properly and effectively.

While the above challenges may indicate that we should abandon the ideal of integrated, multi-dimensional, area-based development approaches, there still are a lot of scope and possibilities to achieve greater synergy and mutual benefit in working towards this ideal. This requires an ability to recognise appropriate coordination and integration in order to achieve a defined goal. Integrated development does not mean that every development input and process must be fully linked, coordinated and planned synergistically. In practical terms it means that planning and implementation should be undertaken in a manner that maximises potential arising from appropriate linkage, and that does not undermine or undo other specialised and sectoral activities.

It recognises that all development work is profoundly political because it is about shifting power relations and, in this case, it is crucial that different inputs reinforce and strengthen policies of empowerment and equity.

### **3.4.3 Economic Development and its Challenges**

A number of key initiatives have been established and in some cases reinforced. These include, but are not limited, to the following:

### 3.4.3.1. First Economy Support Programmes

The notion of a two-pronged state of economy has become an acceptable notion in the South African economic context. The first economy forms the core that drives the economic growth and development of the country to which investments, employment opportunities; industrial development and trade are anchored.

A number of organisations, such as the Independent Development Trust (IDT), the Development Bank of Southern Africa (DBSA), Khula Enterprise Limited; Small Enterprise Development Agency (SEDA), the Industrial Development Cooperation, and the National Empowerment Fund (NEF), growth and economic frameworks such as Spatial Development Zones (SDZ), and Spatial Development Initiatives (IDZ) provide strategic support to this sector.

### 3.4.3.2. Second Economy support programmes

The second economy is not a defined state but an economic condition lived by the majority of the population who live in the margins of the modern vibrant economy (Hirsch, 2005). These are the people suffering from income poverty and exposed to unemployment and underemployment as indicated in Table 3.4 and Figure 3.2 below.

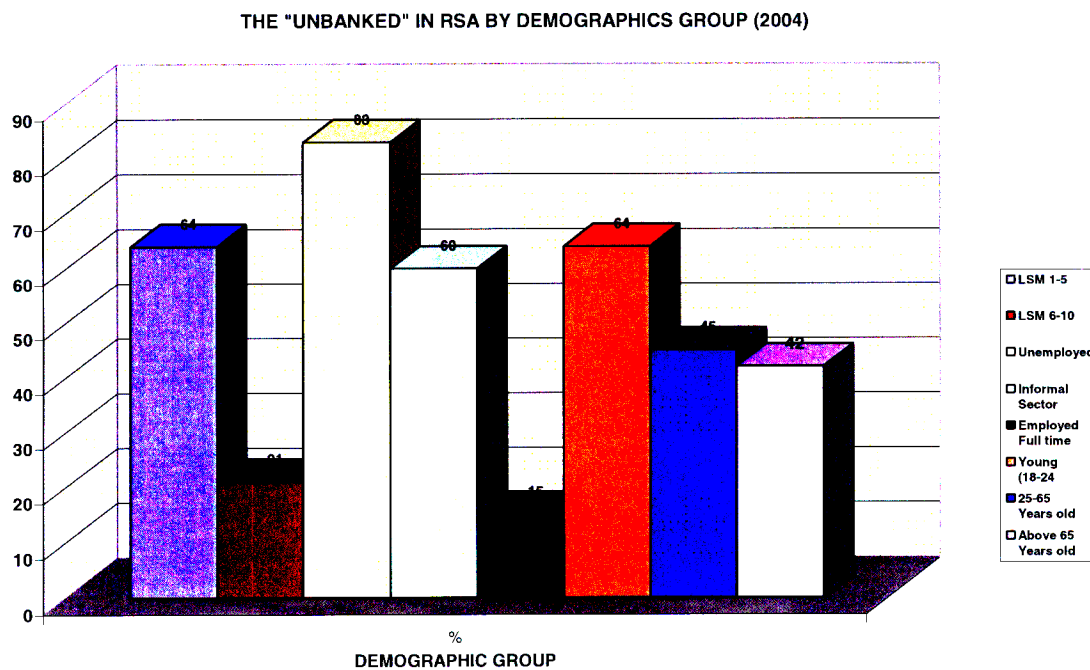


Figure 3.2 provides a picture of “The unbanked” in RSA in 2004.

Table 3.4: Unemployment rate by population group and gender

Population group	Rate of unemployment by gender									
	Male					Female				
	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05	Sep 01	Sep 02	Sep 03	Sep 04	Sep 05
African	31,5	31,5	30,0	27,6	26,6	40,6	42,3	38,8	36,0	37,1
Coloured	19,5	19,9	18,8	19,7	20,6	23,1	26,0	23,6	24,1	24,6
Indian/ Asian	15,7	15,6	15,5	12,4	14	23,5	27,1	18,4	15,4	18,6
White	4,7	5,0	4,0	5,1	3,6	7,4	7,4	6,3	5,8	6,9
Average	25,8	25,9	24,7	23,1	22,6	33,8	35,9	32,0	30,2	31,7

Source: LFS (2005)

There are a number of organisations established for the purposes of providing empowerment and capacity building to the targeted beneficiaries. These include Umsobomvu Youth Fund, the National Development Agency (NDA), the Poverty Alleviation Fund, the Social Security Agency, Isibaya Fund, the Office for Development Assistance (ODA), sometimes referred to as the International Development Cooperation Chief Directorate in Treasury, which manages bilateral agreements with international donors and other governments, and the Integrated Food and Nutrition Programme.

#### 3.4.4. Leadership within the Context of Civil Society Organisations

The inception of a democratic state in 1994 has had several implications and complexities, particularly in the field of leadership in the civil society sector. Inevitably, most of the leadership weaknesses have emerged due to individuals having pursued new professional careers in government, politics and business areas by the NPO leadership. This migration has resulted in a vacuum and has contributed significantly to the “brain drain” in the civil society sector. The new cadres of leaders in the sector are currently struggling to chart a unique strategic course without the benefit of the experience their predecessors took into other sectors. This situation is more prominent as non-profit sector managers wanting to be viewed as active entrepreneurs with successful commercial ventures. Their new ventures are for Forster and Bradach (2005) a

response to pressures they get from board members and philanthropic foundations and other funders who now urge them to become financially self-sufficient and sustainable.

In addition to the challenges regarding leadership, civil society goals and focus have become broader and more complex in the absence of the common enemy called “apartheid”. The new democratic dispensation has shifted the goal post to areas of transformation, sustainability, integration, partnerships, corporate governance and compliance with the laws of the country, equity, transparency and greater public and community accountability. This raises a new challenge of identity, legitimacy, relevance and alignment to the contribution and effective participation to support the common goals of reconstruction and development driven by the state as a key sponsor. This sense of paralysis persists within the sector as it ponders what role it should play in order to add value to the overall development agenda locally, continentally and globally. Forster and Bradach (2005) argue that the non-profit sector acts out of obligation and compulsion in order to portray a sense of discipline, innovation and businesslike character to their stakeholders.

The challenges of leadership have an adverse effect on resource mobilisation. Many donors now prefer to create partnerships at implementation levels with new requirements for applications, public calls for proposals, and stricter requirements for partnerships, local community empowerment, skills transfer and monitoring. There is also a tendency to prescribe an area of focus and administrative percentages without greater flexibility or the involvement of civil society organisations as implementers. There are some cases where tendering for development projects has become a norm. This requires sound business plans, project management skills and systems, policies to manage large sums of money, urgent delivery and impact, and proper accounting and monitoring of financial disbursements. Sometimes, as Forster and Bradach (2005) argue such pressures create new patterns of exaggerated financial returns, distraction from the core social mission and unrealistic expectations that distort managers’ decisions and priorities leaving important social needs unmet.

#### **3.4.5. Development Facilitation Policy Frameworks**

In addition to the above-mentioned interventions, there are a number of frameworks established to create an enabling and conducive environment for the establishment of partnerships that address issues of poverty eradication, economic growth and development and the strengthening of capacity to ensure sustainability. Such policy frameworks targeted towards social development are: Integrated Development Planning (IDP), Integrated Sustainable Rural Development Programme (ISRDP), Urban Renewal Programme (URP), Consultative National Environment

Policy Process (CONNEPP), Integrated Environment Management (IEM), the Non-Profit Organisation Act, the Broad-Based Black Economic Empowerment Act, and procurement management systems.

All these and many more have an indirect impact on civil society in terms of how organisations are expected to engage with government and public agencies. There is no special treatment of the non-profit organisations that attempt to provide services for income-generation purposes. Therefore, sustainability strategies, while they are imperative, cannot be easily applied without appropriate skills and expertise within civil society itself and a commitment from the state to provide support and empowerment.

#### **3.4.6. Formalisation of the Civil Society**

The John Hopkins Study (2002) into *The size and scope of the non-profit sector in South Africa* has revealed some new and exciting features of the sector. In this context, it is clear that the civil society sector requires greater attention if it has to be an equal and meaningful player with government and business in poverty eradication. This is further supported by Swilling and Russel (2002) when they argue that there is a growing need to foster constructive engagement with government on a number of policies. There have been serious doubts cast on the efficiency of current policies and efforts in eradicating poverty. The state has also accepted a need to discuss and review existing policies that impact on poverty and social development in general, and in this context the Growth and Development Summit has taken critical decisions. The voice of the civil society sector is critical and there is a greater need for a common vision, purpose, visible coordination and effective leadership.

#### **3.5. Managing Complexity: Case Studies on the NDA and MDIC**

Complexity is about organic evolution, inter-activeness, spontaneous action and an ever-unfolding dynamism of the system. Complexity provides a totally new creative mindset that forces people to break with the old, fixed past into a dynamic and complex context. This cannot be an easy process as it is transformational and incomprehensible. Therefore courage, commitment to change and willingness to question the current state are important.

This does not exclude individuals, organisations and society. Organisations such as the NDA and MDIC have realised and acknowledged that they exist within a dynamic context and cannot achieve their strategic goals in isolation. Lack of this reality of inter-relationship and inter-



dependence on the elements of the system is the primary cause for implementation failures. Once the concept of complexity is well understood, it allows all stakeholders to recognise the potential impact of their collective actions and decisions. This kind of organisational maturity creates adaptation, change, and transformation based on encountering new stimuli such as policies, charters and legal frameworks.

A complex point of view provides a way of looking at an organisation and its context with an emphasis on understanding the underlying structures and real causes of the current reality. This approach and perspective avoid a blame-game syndrome since everybody and all elements are interconnected and carry some shared risk and responsibility. When the focus is on the whole and its inter-relationships, larger patterns start to emerge, such as: (1) Leveraging of resources, (2) Complementary skills, experiences, interests and goals amongst stakeholders, (3) Sharing and transferring skills and learning experiences, (4) Greater impact on delivery of services, (5) Broadening of scope and experience to achieve long-term sustainability, maturity of relationships and leadership growth, and (6) Greater level of ownership and accountability.

### **3.5.1 The National Development Agency (NDA)**

The socio-political system of our country, as much as it has a number of firm and predetermined elements in its legislative framework, is by its nature and dynamics very complex and unpredictable in behaviour. This is abundantly clear from civil society's struggle to adapt and survive during the new dispensation.

The National Development Agency was established as a public agency as a result of the Presidential Committee Report during the mid-nineties. It is mandated to facilitate social development and poverty eradication in partnership with government and civil society. The focus is on supporting and sustaining the capacity of organs of civil society that work with poor and marginalised communities in order to ensure that delivery of services does not exclude them. The act provides a clear mandate for this organisation and these are:

- To grant funds to civil society organisations (CSO) for the purposes of meeting the developmental needs of poor communities;
- To strengthen the institutional capacity of CSOs for long-term sustainability;
- To proactively source funds;
- To promote consultation, dialogue and sharing of developmental experiences to debate and influence developmental policies; and

- To develop strategies to collaborate with local community development trusts, foundations, government agencies and civil society organisations.

The main purpose of the NDA is therefore to support government, the donor community and civil society in development initiatives that address issues of poverty eradication. This is achieved through a vision that promotes NDA as a premier partner working in partnership with all critical stakeholders to eradicate poverty and its causes.

The values and operating principles of the agency are:

- People-centred to uphold and respect the individual, groups and society in their quest to improve their living standards;
- Partnership through strategic relationships with government, the private sector and civil society organisations;
- Integrity, honesty, trustworthiness, openness and accountability in managing resources and delivery of services;
- Caring in response to the needs of all stakeholders, and
- Excellence in the utilisation of skills with diligence and dedication.

### **3.5.3. Maputaland Development and Information Centre (MDIC)**

In order to further contextualise the challenges of managing complexities and partnerships, we shall look at the existence of Maputaland Development and Information Centre (MDIC) in KwaZulu-Natal and its dynamics from a qualitative and conversational research perspective.

The organisation provides facilitation of poverty-eradicating initiatives including health, agriculture, income generation, skills development and training in the whole District Municipality of Mkhanyakude. A number of partnerships have already been developed, such as those with the local government, traditional authority, CSIR, W K Kellogg Foundation, and the DBSA, to mention a few. The partnership with W K Kellogg is intended to model a framework for sustainability and skills enhancement involving the University of KwaZulu-Natal – Maurice Webb Race Relations Unit. This kind of partnership is unique, but provides a challenge to MDIC and its partners, since it requires the adoption of innovative best practices not readily available or realised elsewhere.

MDIC itself is a reflection of a complex self-organising system that has developed its emergences in response to a dynamic and changing social development context. Complex systems are what

constitute our environment and they are inter-connected, interwoven, interactive, adaptable, self-organising, self-generating and always in a state of emergence. Complexity is where behaviour cannot be described concisely even though it has definite elements of organisation. Without such qualities and elements, complex systems would be very slow, cumbersome and may lead to redundancy or failure of even the best of strategic plans. Therefore, this rich interconnectedness developed through interaction of patterns of activities creates an emergence leading to fluctuations of patterns and ultimately to results on the edge of chaos. These observations of behavioural patterns can be seen in different systems such as ecology, planetary motion, economy, social environment and organisations.

“Simply defined, complex adaptive systems are composed of a diversity of agents that interact with each other and mutually affect each other, and in so doing generate novel behaviour of the system as a whole, such as in evolution, eco systems and the human mind. But the patterns of behaviour we see in these systems are not constant because, when a system’s environment changes, so does the behaviour of its agents and as a result, so does the behaviour of the system as a whole. In other words, the system is constantly adapting and evolves through ceaseless adaptation” (Lewin and Regine, 2000:6).

Everybody in the organisation becomes an active agent in the system - not as external observers but co-creators through their participation, choices made, and responses in a self-organising way. In the context of MDIC, attractors that motivated a process of change are: fear of loss of funding, money, job creation and security, and pressure for service delivery with impact and poverty eradication.

The main thrust for MDIC is to facilitate interventions that support social means in dealing with poverty and underdevelopment. Organisational transformation, growth, sustainability and strategic realignment require constant feedback that generates deeper insight and dialogue.

### **3.6. Organisational Dynamics within the NDA and MDIC**

Both organisations were founded as non-profit-based entities that function independently through multi-stakeholder partnerships. However, MDIC is community-based while NDA is a public entity accountable to government. Such relationship structures create complex dynamics. Over the years MDIC has survived through its reliance on its founding director who has been the leader and mobiliser. The challenges for growth and sustainability faced by both organisations currently cannot be solved through a traditional, reductionist approach. The practical realities they face

need complexity for new insights, better understanding and a level of innovation, learning and adaptation. Complexity cannot be best realised through power, control, fear, greed and intimidation, because all these elements are attractors for predictability. A complex system intends to engage its own environment. It should therefore try to understand and influence its system. This kind of approach allows growth, transformation, self-organising and emergence for cooperative relationships, complementarity, trust and energy. It provides room for the edge of chaos where most learning and innovation occurs. In this context, NDA and MDIC have to acknowledge that they exist in relationship to their understanding of how they relate to a network of shareholders, beneficiaries, community leadership, community-based organisations, local, district, and a provincial and national private and public environment involving companies, government and donors.

Therefore, NDA and MDIC are a confirmation that organisations are a reflection of human realities and identities. Identity means what an organisation is doing and with people recognising themselves in terms of their behaviours and roles in the interaction. For the organisation to master its transformation it has to go through a process of seeing and appreciating the world as a whole with different components that are interconnected and create emergencies. Stacey (2003) views this as the CRP theory.

### **3.6.1 Strategic Evolution and Alignment**

According to Stacey (2003), strategy has to be seen as a game played by people within organisations. The main purpose of such process is to explore how success or failure flows from the interaction amongst players that provide responses. This creates a feedback process and the dynamics it generates in them lead to a sharper insight into strategy. Therefore, strategy by its nature provides a complex dynamic system depicting a continuous loop over time, connecting people within the organisation to the responses of those outside to provide an emergence of discovering, choosing, prioritising, acting and yielding new consequences (results) continuously. This process as Stacey (2003) once again points out has enabled NDA and MDIC to respond creatively and proactively to the ever-changing dynamics of their context, such as Spatial Development Initiatives (SDI), Industrial Clusters, Cooperative Governance Frameworks, and Government Cluster Forums for Coordination, the decentralisation nature of service delivery to provinces and districts, and the promotion of private, public and community partnerships (PPCP).

For more than a year already, The W K Kellogg Foundation, through a partnership with MDIC and Maurice Webb at the University of KwaZulu-Natal, has sponsored the remodelling of this strategic process. On the other hand NDA continues to engage Treasury and DOSD for its

sustainability. The plan is to explore greater stakeholder dialogue, interaction, community involvement and donor appreciation of local dynamics to assist NDA and MDIC in reaching their aspirations for sustainability and economic viability. All these initiatives have had a great internal impact on the structure, job profiles, governance, nature, policies and systems as an expression of the complex response process (CRP), as well as community conversation and dialogue that form an integral part of the organisation. Organisational change and transformation are an inside-out process that for Stacey (2003), takes place when self-organisation produces emergent changes in themselves. NDA and MDIC still face challenges to re-position themselves to fit into the new and current socio-political context with a greater and more focused purpose.

### **3.6.2 Application of Complexity**

Both organisations have demonstrated ability to respond to complexity for their own survival, which has become the greatest attractor for the organisations. This has attracted new donors - especially for MDIC - new kinds of partnerships, meaningful interaction and difficult choices in the face of challenges such as leadership, skills shortages, complex political dynamics, stricter reporting requirements and a need to improve systems, policies and procedures. Some of the results of a strategic review process aligned to a complex adaptive system have presented the following emerging options as shared during interviews: (1) An integrated community-based strategic implementation plan with development of a unified, effective and focused management team provides a foundation for success, (2) Creation of continuous support for leadership and management through coaching and mentorship to sustain continuous improvement and new learning, This creates a robust and adaptive organisation through participatory research and knowledge management systems, (3) Encouraging and rewarding creativity and innovation through the establishment of a new broader and skilled Board with representatives from key stakeholders and institutions of learning, and (4) Confirmation of a new organisational structure and policies in line with strategic direction and changing context..

Extraordinary management forms part of complexity and can include deflecting and attracting attention to unnoticed matters, clear goals and choices, prioritisation, learning from experiences, flexibility with firmness, embracing change, creating human energy and managing risks. Strategic interventions for an organisation with a complete understanding of complexity theory and conversational processes require that members and employees cooperate on the same wavelength of understanding of their perspectives and have the ability to learn from their experiences. This creates self-organised teams that operate with little instruction from the top but are able to align their input with strategic direction. This leads to the following results: (1) Translating a shared vision into actionable plans supported by vibrant dialogue and empowerment of stakeholders, (2)

Mobilising collective responsibility to poverty eradication ventures through co-ordination, asset mobilisation, capacity building and facilitating social and economic integration, application of monitoring and evaluation processes, and impact assessment, (3) Challenging paradigms based on welfarism towards development and sustainability, (4) Identifying value-added partnerships in every area of operation to improve markets, investments, skills development, technological transfer and internships, and (5) Identifying, designing and launching pilot projects for replication and development of best practice models.

### **3.6.3 Achieved Outcomes**

Peter Senge (1990), proposes a model that sees an organisation as a complex, non-linear system directed by the vision and influence of a charismatic leader. On the other hand, Wheatley (1999), acknowledges that her imagination was captured by the phrase “strange attractor”, which raises the question whether people could identify with such a force in organisations. She further argues that the belief exists that people do have such attractors at work in organisations and that one of the most potent shapes of behaviour in organisations, and in life, is meaning. When a meaning attractor is in place in an organisation, employees, together with leadership, can be trusted to move freely; drawn in many directions by their energy and creativity.

This is precisely how NDA and MDIC have emerged through an edge of chaos and transformed themselves to a point of forging partnerships with a donor community, local government, and institutions of higher education in pursuit of meaning, resources, survival, poverty eradication, quality service, influence and sustainability. This has developed emergent behaviours of ownership, clarity of roles, focus and passion.

### **3.7 Conclusion**

In the words of Senge (1990), the context and background of the civil society debate and reflection of it resemble Systems Thinking. This is evident in dealings with dynamics that show how short and long-term consequences of leadership and management actions may be different, and even go in the opposite direction. When organisations begin to engage in creative conversation and challenge their own paradigms, they start to understand the truth about the context and the future. This is where great leverage lies - in mobilising the energy of an organisation and aligning people with the vision of the state of existence.

Complexity theory as demonstrated in the context of the NDA and MDIC provides a framework that shakes the balance between strategy content and strategic process. It provides unstructured, unknowable features, which can only be influenced within and only by all the elements of the system, with no exclusion. This has been practical in the context of social development and poverty eradication where the problems are complex and dynamic and relationships are also intertwined. Yet all various players have a pivotal role in making choices, providing priorities, sharing common aspirations and contributing various kinds of resources. These organisations provide facilitation of the interaction but cannot control or direct the processes due to the complex nature of the environment. The National Development Agency, while remaining a critical player in the eradication of poverty, is faced with the challenge of translating a very broad mandate into tangible and achievable goals with a limited resource base. It is, therefore, forced to explore various models of funding and partnerships. This becomes more complex since it has to engage with stakeholders, both in the private and public entities, whose budgets far exceed its own budget.

The issues outlined above raise questions around the ambiguities between “welfare” and “development”. Therefore it can be argued that underdevelopment and poverty have not decreased due to a multiplicity of factors. Some of these factors are: the few assets to which the economy pays significant returns, lack of borrowing power of the poor, absence of opportunities for engaging in paid employment, the high cost of failure and risks to engage in entrepreneurial activities, and lastly, the high rise in unemployment. The complexity theory and the principles it presents for these organisations have created room to define new meanings, new opportunities, new pictures and perspectives. This has provided new emergences that are extremely valuable. These are:

- Systemic influences that force the organisation to recognise that it cannot act in isolation of its context, but that its deserved efficiency and effectiveness can only be achieved through collaborative actions, and
- Viewing the impact of decisions that include all stakeholders collectively to gain ownership and legitimacy.

Lastly, the current models and frameworks for partnerships in a South African context still face a myriad of complexities and challenges. These express themselves within the spheres of government and the struggle of national and provincial government to delegate and develop appropriate working partnerships with the civil society.

The next chapter will explore the research design applied in the study as well as the value of such a design.

## CHAPTER 4 - RESEARCH DESIGN

### 4.1 Introduction

The concept of partnerships has been formalised and, to a certain extent, institutionalised in South Africa. This is evidenced by the various ways in which government operates. This could be through government departmental cluster systems, NEDLAC, Presidential Advisory Councils, Sector Education and Training Authorities and The National Religious Forum, to mention a few. The researcher's emphasis is based on what Rowlands (2005) terms interpretive research, and is substantiated by qualities of triangulation to make sense of the relationship between leadership and partnership perspectives. There is a great deal of practice through work experience as a practitioner in the field of leadership, social enterprise development and management consulting. Greater reflection and description would therefore provide insight into the broadening of knowledge in the area of partnerships as expressed by Schon (1983), on reflective practice.

According to Rowlands (2005), interpretive research does not predefine the dependent or independent variables or test hypotheses. It aims "to understand the social context in which the phenomenon influences and is also influenced by the social context (Rowlands, 2005: 82).

In such a context, especially in the field of structural and social development, there is a need for structure through action research, a proposition for testing the rigor of academic processes, explored comparison through learning experiences, and dialogue with respected leaders, practitioners and community leaders in the field while extracting learning through conversational research and dialogue.

The focus and emphasis of this research is on leadership development that is informed and influenced by the nature of partnerships. Good leadership within civil society is critical to the success and relevance of the sector. Such leadership is generally driven by charismatic individuals who according to Clark (1991) and Korten (1990) have commitment, passion and vision, yet lack a strong structure of governance that can manage all the complexities of participatory processes and partnerships. Such relationships and partnerships therefore tend to create new dynamics and complexities. References and personal experiences by the researcher are drawn from organisations such as the National Development Agency (NDA), Maputaland Development and Information Centre (MDIC), Ethalaneni Development Trust (EDT) and Interfaith Community Development Association (ICDA). The reference to leadership for the purposes of this research is narrowed down to those elements and characteristics that add value towards building social



entrepreneurship, partnerships, sustainability, self-reliance, cooperative accountability and good governance. The Constitution of the country (Act 108 of 1996), especially Chapter 3, encourages cooperative governance, which adds interest to the South African situation facing the civil society.

## **4.2 Rationale for Research**

The purpose of this research is to explore, gain insight, and develop possible alternatives to the challenges of how leadership dynamics in a social development sector influence and shape leadership qualities, perspectives and create new competencies. Analyses and insights will be drawn in theory and practice related to leadership and its influence on sustained value and partnerships. For Covey (2005), Gerencser et al (2007) respectively real partnerships should promote sustainable livelihoods and participatory paradigms that build vibrant citizenship with a stronger civil society voice. In fact, Gerencser et al (2007) present a concept of “mega-community” as a public sphere in which organisations and people deliberately join together around a compelling issue of mutual importance, and in which organisations and people follow a set of practices and principles that will make it easier for them to achieve results. It is worth exploring how these global and continental dynamics have influenced the nature of development within the non-profit sector in South Africa.

The intention of this study is thus mainly based on Interpretive Research Methodology (Rowlands, 2005). This approach is based on the methodology’s foundation that knowledge is gained, or at least filtered through sound constructions such as language, consciousness and shared meanings. It also recognises the intimate relationship between the researcher and what is being explored, and the situational constraints shaping the process. Therefore as Rowlands (2005) argues, the researcher’s direct experience and relationship with the sector - especially with identified organisations - offered the best position to observe, explore and describe the leadership traits and character [ regarding partnerships and sustainability]. This would help to determine and describe a leadership model that supports and sustains partnerships.

Furthermore, the researcher’s involvement in the evolution and transformation of the Independent Development Trust between 1998 and 2000 and the National Development Agency (NDA) between 1999 and 2003 provided added and great insight into this research work.

The researcher therefore, over and above the core purpose, raises the question: Can social partnerships develop and nurture greater, effective leadership and create organisational sustainability? If so, what are the leadership behavioural traits or characteristics that provide support for sustainability through partnerships?

These questions are critical in a sector that is developing, transforming and growing in an environment that is complex and competitive. Jim Collins adds “that social sector leaders have embraced the principle of greatness as distinct from business” (Collins, 2006: 3) as a competitive edge to add value and impact in promoting partnerships.

The intention is to explore and contribute towards a search for knowing and understanding the latest new social dynamics in the post-apartheid era which impact on partnerships for civil society.

Arising out of the study is a set of principles and practices to mobilise, organise, and lead communities and civil society through multiple stakeholder partnerships that would assist them in controlling and influencing the development agenda and processes to enhance what Clark (1991), calls ownership, trust, participation, innovation, commitment and legitimacy for impact. The insight provided through this study highlights the importance of what Wheatley (1999) refers to as communication, conversation, energy and information in managing partnerships and relationships.

### **4.3 Design Description of Research Model**

The research uses interactive, reflective, community conversation and dialogue research approach in order to understand and interpret a social-sector-based problem that is complex, holistic and multi-faceted in perspective. A number of existing experiential examples have been used to explore and acknowledge learning lessons. The research model and methodology fits in well with the body of knowledge that is experiential and practical through the eyes of the researcher.

As part of this study the researcher used his relationships and professional practice to engage the stakeholders in the work environment. Exploring the link between leadership, partnership and sustainability proved to be the critical problem area. This perception is triggered by a constant challenge and questions that keep recurring in the researcher’s mind about the role, value and repositioning of civil society in a democratic and developmental state. The research has also used personal experiences of being directly involved in the mergers and turnaround of the South African Council of Churches on programmes such as the Victims of Apartheid (VOA), Small Projects and Women’s programme merging them into a vehicle called Development and Training Ministries (1992 – 1994). A similar role happened when, in 1998, during the new dispensation, the researcher became a Board Member of IDT and NDA. In all the cases mentioned, partnerships with donors, stakeholders, shareholders, communities and civil society became the critical anchor for success.

#### **4.4 Research Paradigms and Principles**

The context of this research is based on a number of assumptions, including a view purported by Covey (1992) and Maxwell (1998) that leadership is everyone's responsibility regardless of position and title. It is everyone's responsibility to improve and sustain dialogue, conversation and relationships amongst all the stakeholders involved. The critical nature of dialogue is its purpose to engage, challenge, contribute and improve understanding to meet common needs.

Furthermore, partnerships require authentic leadership informed by strong principles and values, which according to George, Sims et al (2007) are personal and inwardly driven. Furthermore, according to Covey (1992) and Khoza (2005), principled-centred leadership is universally applicable and does incorporate African-based values. This concept "calls for behaviour that relies on natural laws, balance and interdependence - unchanging and universal principles" (Covey; 1992: 18). A Shared Leadership concept (Figure 6.2) in Ehin (2005) with its four key elements is a relevant proposition in the context of this research. The nature of this research has influenced the researcher to choose an approach where participation, experience, local-based knowledge and process are important.

#### **4.5 Research Methods and Tools**

As part of this research on leadership and partnerships, various research approaches cited by Schon (1983) and Kvale (1996) have been chosen for their relevance as action research, conversational research, participative research, qualitative research, reflective practice and comparative analysis.

The five (5) elements identified in this section are all influenced and subjected to seven (7) principles of the interpretive method such as "(1) hermeneutic tradition (2) contextualisation (3) interaction (4) abstraction and generalization (5) dialogical reasoning (6) multiple interpretations and (7) suspicion" (Rowlands, 2005: 90-91). These principles help to integrate knowledge and experience to strengthen and drive towards reflection and conclusion. Site visits, observation guidelines, open –ended questions were designed to direct the responses and findings. The following tools were used as art of the research:

- Critical analysis through literature reviews
- Observation guidelines
- Questionnaires
- Informal group meetings
- Site visits

#### **4.5.1 Critical Analysis**

Reflective practice in a number of published articles, media coverage, data on energy survey and books were reviewed to provide insight into and understanding challenges on the subject. Clark,(1993) Senge (1990), Maxwell (1998), Covey (2005); Korten (1990), Max-Neef (1990) and Charlton (2000) In addition, reports from four identified organisations were analysed to establish their strategic positioning and key services they offer in order to reach conclusions and understanding of issues related to leadership and partnerships (Appendix: 9.1 and 9.2). This critical analysis is further made possible by the literature that is reviewed and which further enhance the arguments put forward in the research.

Relevant books, articles, and published literature were reviewed as a means to provide insight and points of view and therefore anchor this work to sound and acceptable theories and knowledge. During this process various articles, press statements and websites were reviewed. The rationale on this section “ is a theoretical framework of “the What”, the building foundations to determine the “Hows” and “Why”, developing emerging assumptions to define a model or framework, and then expose the “Where” and “When” elements” (Rowlands, 2005: 86).

#### **4.5.2 Observation and observation guidelines**

The basis of this research is encouraged by considerable practical experience within the sector, which spans more than 20 years. The researcher has also used recent opportunities as a member of boards and facilitator for leadership programmes to engage in active observations as a member and an associate to Franklin Covey Southern and East Africa and a director to Change Partners and People Capacity Solutions. Such vast experience helped to apply reflective practice methodology to this research and provided the researcher an opportunity to share practical personal insight and experiences.

Thus, using the targeted organisations mentioned in Chapter 3, the researcher also participated in meetings and forums where he was able to observe discussions and different points of view raised by various stakeholders in relation to non-profit sector challenges and leadership dynamics. During these discussions, the researcher while ensuring that he remained objective to the responses gathered, also reflected on his personal extensive experience as a practitioner, leader and senior consultant and facilitator in the field of leadership, strategy and social sector planning and empowerment. In line with Schon (1983), reflective practice was effectively applied as part of the analysis. The researcher’s own experience therefore helped to explore, explain and determine meanings and patterns of behaviour observed through practice while also integrating this experience with academic knowledge. .

### **4.5.3 Questionnaires**

Informal but guided interviews were conducted with selected thought leaders who are practitioners and leaders in the non-profit sector. In addition, the researcher used questionnaires during a number of facilitated leadership programmes through Franklin Covey Southern and East Africa (Pty) Ltd between 2004 and 2007 see Appendix 9.2. The involvement of practitioners and participants as part of the process study provided an interpretive analysis process. This is once again informed by a paradigm that according to Rowlands (2005), attests that people are socially and symbolically constructive of their own realities.

Structured and informal interviews took place with a select group of practitioners reflected on Appendix 9.3 who were sent questions and were engaged directly through qualitative and action research with the researcher. Organisations such as MDIC, EDT, NDA and ICDA provided a wealth of direct experiences and involvement through site visits, reports and formal and informal meetings.

### **4.5.4 Engaging informal group meetings**

Attending informal meetings, especially dialogue within Change Partners (Pty) Ltd as a coach and a director, Franklin Covey Southern and East Africa (Pty) Ltd as a facilitator, MDIC, EDT as a board member and Chairperson, added great value to this research. A number of professional thought leaders and practitioners were also engaged in the research. This has been made possible through conversational research methodology, see Appendix: 9.3.

### **4.5.5 Site Visits**

While such meetings proved very difficult for logistical and financial reasons, MDIC provided a platform in the form of their strategic workshops while EDT offered opportunities through my attending of their public meetings. Visits were made to Ethalaneni Development Trust, MDIC, and ICDA in Gauteng between 2004 and 2007. This helped provide context, understanding and practical experiences in managing partnerships. This design is in line with Rowlands (2005) interpretive approach which focuses on human actions and experiences of seeing, being, becoming and learning. This affirms shared experience and meaning of both the researcher and the interviewee.

Ethalaneni Development Trust also ran a year-long training process of sustained dialogue sessions during 2007, facilitated by IDASA. This was made possible by my regular attendance of Board and Trust meetings for MDIC, EDT and ICDA from 2004 to 2007 which eventually enabled me as a researcher to: (1) understand organisational dynamics and influences on leadership and partnerships, (2) view and gain practical insight into the workings and success of the organisations, (3) manage to observe and identify the dynamics of partnerships and the role played by leadership, and determine learning lessons for excellence in partnerships.

All such activities provided great insight and information through conversational research and furthermore all the information gathered through the above means was analysed with a view to synthesise and make deductions. It is however, the intention of this research to be objective and practical in order to contribute to a dialogue and expand insight into leadership and partnership within the sector. The research provides lessons that are relevant, applicable, and even replicable in different contexts.

#### **4.6 Validity and Reliability of Data**

Reliability and validity of data can be ascertained through the researcher's involvement in various organisations as described above on 4.5.2 to 4.5.5. The following elements provided more substance to substantiate the reliability of data: (1) Defined target four organisations have been involved during the research process, (2) A number of practitioners of diverse backgrounds and experiences were involved and interviewed (Appendix 9.3), (3) A data base of experiential views and practice by Colin Hall, the founder of Learning to Lead through an energy survey he conducts has added depth to the research, (4) A core national programme analysis and examples provided (Appendix 9.4), (5) Attendance of meetings and conducting site visits, and (6) An analysis of reports, documents and questionnaires provided a sound platform for interpretation and conclusions. (See Appendix 9.1 and 9.2).

#### **4.7 Interpretation and Application**

The use of the problem-solving approach and conversational action research provided an opportunity to understand the context, make a contribution to improving the situation, provide learning lessons, find options and acquire new insight into the challenges and problems (Kvale, 1996). The social development sector faces numerous challenges, yet it strives to become efficient, effective, sustainable and entrepreneurial in order to be a serious contributor to economic growth, social development, and the creation of employment. The intention of this research,

therefore, is to provide tangible conclusions to a complex and ever-developing social context. Leadership and partnerships, therefore, form the basis for social and sustainable development with a purpose to address the following outcomes:

#### **4.7.1 Sustainable and Vibrant Partnership**

According to Gerencser et al, (2007) and Covey (2006), strategic imperatives for sustainable and vibrant partnerships that provide transformation, empowerment, skills transfer and growth form the basis of relationships amongst all stakeholders. This kind of relationship is strengthened by openness, trust, honesty, dialogue, and embracing a common purpose.

#### **4.7.2 Enhanced Strategic Leadership**

Leadership competencies to support organisations and help to manage partnerships that provide strategic edge are important. This kind of leadership identifies and negotiates relationships of value and impact. Trustworthiness is critical since all the priorities discussed are for the benefit of the organisation and its beneficiaries not the individuals. Strategic plans include common understanding of the organisational purpose, vision, objectives, values, principles, interventions, and the value of being able to acknowledge and act on strengths and weaknesses (Cohen, 2007 and Covey, 1992 and 1989).

#### **4.7.3 Knowledge Management**

Acknowledging and formalising learning lessons and practical experiences for practical use and replication are part of leadership. This will ensure that experiences are captured and used for the future. My personal experiences and knowledge gained over years as well as shared opinions have played a greater part in this research.

#### **4.7.4 Modelling Partnership**

The provision of possible models for leadership and partnerships and the kind of support required for sustainability and the added value of all stakeholders involved should be the subject of dialogue and agreements, see Figure 6.2 and Appendix 9.6.

#### **4.7.5 Innovation and Creativity**

To reveal, explore and define the variety of leadership traits that affirm strong partnerships for sustainable development. Partners are expected to create an enabling environment to allow space for creativity and innovation. However, as Bonabeau and Meyer (2001) argue, without supportive systems and an appropriate culture, the application of these good intentions will not take place.

#### **4.7.6 Case Study Development**

To strengthen and further provide leadership examples that can resolve pressing needs for the non-profit sector and other stakeholders to discern the type of leadership that needs support in order to create sustainable solutions for the social sector, I have focused on the two case studies for NDA and MDIC in order to provide real and practical experiences.

#### **4.7.7 Piloting for Excellence**

To enable organisations, communities and individuals to know and use the leadership processes, models and methods that have proved most successful to guide their future initiatives. This research highlights leadership elements that sustain partnerships and define principles for such partnership.

#### **4.7.8 Replication and Networks**

To create and initiate a process of multiple communities of practice so that communities and individuals can continue to engage, develop skills, share, and generate new knowledge for a people-centred and people-driven development process.

The study also creates interest for further research in terms of identifying and comparing survivalist organisations and good organisations to great, effective and sustainable ones that have kept great records of success over ten years. Throughout such research it would be critical to examine the kind of leadership involved, the nature of transformation and change initiated and managed and the definition of great sustainable results, and the impact that is anchored to partnerships.



## 4.8 Conclusion

The South African context of family and community life provides the foundations for organisational systems and social networks. This situation provides the dynamism of systems and partnerships that drive social change and transformation yet as Netshitenzhe and Chikane (2006) argue it also presents serious and complex challenges to individuals and people in leadership positions. They further argue that many citizens belong to social networks of some kind outside their formal family circles. Therefore there is a wealth of experience and insight that are developed through participation in civil society movements. This provides a platform for engagement, dialogue and participation, orientation on human rights, and for organising a community and leadership.

In the next chapter it will be argued how the success and impact of the four (4) organisations identified have been achieved through effective partnerships, the promotion of linkages and social compact through strategic interventions for sustainable projects, skills development, participation and involvement, sustained dialogue and the appropriate use of resources. From the interpretations and analysis it will be shown that while all these important organisations faced challenges to learn, adapt and manage change continuously within an ever-changing context. they were nevertheless bound to develop a network of leaders, stakeholders and skilled implementers who share a common purpose, understand common needs and commit to common operational principles and practices, such as dialogue, organising, trust, integrity, equality, respect, innovation, service, and quality.

In a period where democracy, human rights and participation are fundamental to organisational development and excellence, have become critical, so do leadership and partnerships. As Rein et al (1999) argue, when leadership and partnerships work well, there is unleashed human potential, viable networks, and robustness that create vibrancy and a platform for conversation and dialogue.

## **CHAPTER 5 - DATA COLLECTION AND ANALYSIS**

### **5.1 Introduction**

There are four (4) sources of data that are the subject of analysis and discussion in this research. These are: (1) Questionnaires on leadership and partnership which are comprised of eleven questions covering issues of qualities, roles, required support, key fundamentals for sustained partnerships, behavioural qualities, values and principles and legal frameworks, see Appendix 9.1, (2); Report analysis based on leadership programmes facilitated by the researcher during 2006 and 2007, see Appendix 9.2, (3) Informal discussions during 2007 including interviews with selected high profile practitioners, see Appendix 9.3 and (4); Directed interviews and experiential reflection by Colin Hall based on his Energy Measurement Tool.

The interviews and discussions were targeted at thought leaders, developmental practitioners, (Appendix 9.3), participants in leadership programmes facilitated by the researcher, together with reflection and analysis based on the researcher's own experiences and engagements within the civil society sector. Direct interaction with MDIC and Ethalaneni Development Trust (both in KwaZulu-Natal), with the Interfaith Community Development Association located in Gauteng, and with current, former staff and former Board members of the National Development Agency also took place. Questionnaires were distributed to a few select people within the civil society sector for responses. Once all these had taken place, reports, reviews and analyses were made in order to identify behavioural patterns and trends, which provide insight into a learning and theoretical base of the topic under research.

### **5.2 Data Collection Process**

A qualitative research approach has been used in order to understand and interpret a social sector-based problem that is complex, holistic and multi-faceted in perspective. A number of existing experiential examples have been used to explore and acknowledge learning lessons. Due to the nature of the problem and the context of its location, and as Stacey (2003) attests, it is critical to apply a participatory-action research paradigm (PAR). The social development sector is a context of great political complexity, with dynamics that are managed through relationships influenced by power, control of resources and influence. The use of questionnaires and interviews provided the qualitative component to the research. Data has been collected from the participants during

dialogue while facilitating leadership, informal discussions, field-visit discussions and Learning to Lead energy survey information shared by Collin Hall.

### **5.3 Data Presentation and Analysis**

The choice of methodology is informed by the context within which organisations operate. The nature and reality of the social development sector dictate a need to consider what Stacey (2003) refers to as the use of complexity theory through Complex Adaptive System (CAS), action learning, interviews, observations, visits, focus groups and questionnaires. Systems thinking will not be totally ignored as it provides some relevant insight and process that add value to the research study. Senge's (1990) understanding of organisations from a system point of view is according to Stacey (2003) based on the argument that learning organisations need their employees to think in systems terms. This provides a need to explore leadership through partnership for sustainability as a strategic positioning of organisations.

#### **5.3.1 Leadership and Partnerships**

##### **5.3.1.1 Qualities for sustainable partnerships**

The summary of responses to the question of qualities critical to sustain leadership were raised by respondents to question 1 (Appendix 9.1) as follows: (1) Good communications, (2) Commitment and discipline, (3) Assertiveness and self-trust, (4) Creativity and innovation, (4) Strategic planning and thinking, (6) Organisational engagement to create contextualised meaning, and (7) Participatory planning rank as the major qualities critical to develop partnerships.

##### **5.3.1.2 The role that leadership plays in sustaining partnerships and to gain more value**

The respondents to question 2 (Appendix 9-2) raised the following as playing a critical role in leadership that creates added value in partnerships: (1) Equip numerous change agents spearheading grassroots development efforts with the necessary tools and capacity, (2) Facilitate establishment of the grassroots social change agents, (3) Develop an effective local resource mobilisation strategy, (4) Empower people to take full responsibility and avoid becoming involved in areas outside their areas of responsibility, and (5) Provide direction and oversight towards execution and monitoring.

### 5.3.1.3 Support required for enhancing organisational sustainability in a multi-stakeholder relationship environment

Organisational stability is critical for a successful and effective partnership. The following issues were raised as a response to question 3 (Appendix 9.1) as important for support: (1) Ensure the establishment of and contributions made to a multi-stakeholder forum and engage them in roundtable discussions and dialogues to cultivate the unconditional buy-in, (2) Ensure technical mentoring and support in areas of financial management, governance and compliance, skills development, report writing and accountability, (3) Facilitate networks and exchange programmes for exposure, sharing of experiences and to create social networks in communities, (4) Develop markets and supply-chain relationships, (5) Ensure proper systems and tools for quality assurance and service excellence, and (6) Create long-lasting and sustained partnerships.

### 5.3.1.4 Guidelines for Ratings

Table 5.1 below presents the guidelines for rating as provided by the researcher from the responses to question 4 (Appendix 9.1). It indicates a priority in areas of financial commitment, dialogue, mutual trust, respect, and visionary leadership.

Table 5.1: Guidelines for ratings

Aspect	Ratings
1. Three to five years financial commitment	3
2. Strong asset base	2
3. Mutual trust and respect	3
4. Open and objective dialogue	3
5. Cooperative accountability	2
6. Visionary leadership	3

*Ratings: 1=Not Important 2=Important 3= Very important*

### 5.3.1.5 Qualities leaders require for sustaining long-lasting partnerships

Leadership behaviour is important to model the kind of qualities supportive of the partnerships. The following were dominant factors raised by respondents responding to question 5 (Appendix 9.1): (1) Visionary leadership, (2) Open and objective dialogue, (3) Mutual trust, (4) Consultative style and (5) respect.

### **5.3.1.6 Risks and limitations on leadership faced by civil organisations**

While partnerships and relationships are critical, creating an enabling environment is paramount. It is therefore critical that the leadership of any organisation acknowledges and understands the limitations and challenges facing the organisation as indicated by responses to question 6 (Appendix 9.1), which are: (1) Partner failing to honour the contract, (2) Contractual agreements or the Memorandum of Understanding (MoU), for that favours the partner in terms of a funding circle of a three-to-five-year partnership, (3) Untimely termination of the partner, which cripples the organisation's life, and (4) Lack of quality time and attendance of meetings due to commitments to other development responsibilities.

### **5.3.1.7 Values important to sustain partnerships**

Vision and mission statements for organisations analysed from the responses received and expressed by respondents to question 7 (Appendix 9.1) include the following: (1) Commitment and loyalty, (2) Collaboration and synergy, (3) Mutual benefit and trust, (4) Good governance and accountability, (5) Transparency to all stakeholders, and (6) Sharing of experiences.

### **5.3.1.8 Views and perceptions that threaten good and successful, effective leadership and sustainable partnerships**

Leaders are oriented by various cultural and social factors that influence their paradigms and sometimes dominate their behaviours. Respondents share the following views: (1) The patriarchal nature of our communities creates challenges in affirming women into leadership roles yet they are the ones who volunteer most, (2) Perceived animosity that prevailed between traditional authority and local elected leaders remained a major cause for concern, (3) Unintended competition and clashing priorities are due to lack of information on and understanding the big picture, (4) Power struggles and political influences sometimes create disunity and suspicions, (5) There is always a tension between the structures of governance (Boards) and the executive team on issues of policy, strategy, priorities and operation, and (6) Leadership and management in the sector sometimes lack capacity and assertiveness to engage with stakeholders to protect their interests and affirm their positions.

### **5.3.1.9 Legal frameworks that are a challenge to organisational sustainability**

Organisations exist within a particular context of a political nature with their own regulations and frameworks in place. The following issues were raised responding to question 8 (Appendix 9.1) as challenges facing civil society: (1) Compliance with SARS, (2) Department of Labour legislative frameworks such as the Basic Conditions of Employment Act, the Affirmative Framework, the Employment Equity Act and the Skills and Development Act, (3) Affirmative procurement and tender processes, (4) Registrations that qualify the organisation to be recognised as a legal entity such as NPO registration, a certificate and the NPO number, (5) Fundraising number and (6) Meeting the expectations of transformation and diversity.

### **5.3.1.10 Things to be done differently to encourage and promote strong and beneficiary partnerships between government, business and civil society**

Promoting the so-called “Golden Triangle” (Figure 1.2), the business partnership between government, business and civil society is easy to create but very difficult to sustain. The following are critical options raised by respondents to question 10 (Appendix 9.1) for consideration: (1) Roundtable dialogues of all critical stakeholders, (2) Joint planning and joint venture project implementation, (3) Commitment to long-term resource investment and to develop alternatives towards leveraging resources, (4) Ensuring skills development, (5) Coaching of management and leadership, (6) Fundraising from gala dinners, and (7) Signing of a Memorandum of Understanding helps to maintain this partnership

## **5.3.2 Leadership Programmes Feedback: Personal and Organisational Leadership**

The reflection below is a result of 44 leadership programmes facilitated by the researcher during 2006 and 2007, involving 880 participants from public and private organisations that responded to workshop questionnaires.

### **5.3.2.1 List of the qualities and skills mentors and leaders demonstrated**

Participants in question 1 (Appendix 9.2) identified their leadership mentors and then defined the following skills and qualities: (1) Wisdom and clarity of purpose, (2) Honesty and integrity, (3) Respect and humility, (4) Discipline and confidence, (5) Effectiveness and discipline, (6) Good communication and empathy, (7) Authenticity, and (8) Managing complexity and relationships.

### 5.3.2.2 Indication of attributes learnt from mentors/leaders

Table 5.2 below indicates attributes learnt from mentors/leaders as part of question 2 (Appendix 9.2). The responses from participants from 44 workshops during 2006 and 2007 indicate an agreement by all in terms of attributes learnt from experiences with their mentors.

Table 5.2: Attributes learnt from mentors/leaders

√	Understanding how <b>management and leadership</b> work in diverse circumstances
√	<b>Ethical/Moral</b> development – what is right and what is wrong
√	<b>Technical</b> competence – how to do the job
√	<b>Personal</b> growth – understanding myself
√	How to behave in <b>social</b> situations – do’s and don’ts of social interaction
√	Understanding the <b>world</b> around you - seeing the bigger picture
√	Understanding <b>how to get things done</b> in your organisation – power relations
√	Understanding and <b>valuing different people</b> and their <b>viewpoints</b>
√	Anything life-changing you have learned from <b>someone you admire?</b>

### 5.3.2.3 Values and principles that are the foundation of leadership effectiveness

It is not surprising that respondents struggled to distinguish between principles and values.

Table 5.3 below indicates attributes learnt from mentors/leaders based on shared responses to question 3 (Appendix 9.2).

Table 5.3: Principles and values practised by mentors/leaders

<b>Values</b>	<b>Principles</b>
Integrity and humility	Integrity and humility
Commitment and discipline	Honesty and fairness
Diversity and transformation	Humility, compassion and <i>ubuntu</i>
Sharing and openness	Loyalty and
Time and money	Respect
Patience	

Both South African sports teams and organisations have to adapt to a new set of rules. After being isolated from the rest of the world for decades we now have a buzzword called “Global Competitiveness”. Those organisations that still cling to their old ways will inevitably fall by the wayside. Covey argues that “consequences are governed by principles, and behaviour is governed by values; therefore, value principles” (Covey, 2005: 49).

Proactive leaders are benchmarking themselves internationally to adopt world-class trends. There is a revolution in management practices, philosophies and techniques, which affect the way in which we operate. Top international organisations realise that no matter how good their policies, procedures, strategies and structures, they will simply be ineffective if there is no commitment from the employees to make things happen.

If they have the right attitude and commitment, the organisation has a good chance of achieving its goals. The well-being of the organisation is largely determined by the well-being of the individuals concerned. For Maxwell (1998), today’s leaders cannot survive through position and power only, as influence and relationships are important. In fact, as Reichheld (2001) argues, the expectations of the employees have shifted to include more devolution of power and decision-making, multi-stakeholder management and accountability, flexi-time and space for greater creativity and innovation.

#### **5.3.2.4 Determining factors for the best performing organisations**

The following is a reflection of responses to question 4 (Appendix 9.2) by participants to the question of factors important for the best organisations: (1) Speed for effective execution, (2) Right attitude and right people, (3) Commitment and resilience, (4) Sustained motivation and balance, (5) Adequate resources and capability to account, (6) Shared leadership and clear roles, (7) Development of skills and unleashed talents, (8) Innovation and creativity, (9) Managing multiplicity of partnerships, (10) Clarity of core services and products, and (11) Loyal customers.

#### **5.3.2.5 Important attributes critical for organisations to become competitive and effective**

Organisational competitiveness and effectiveness of organisations can be attributed to the following as reflected by the responses to question 5 (Appendix 9.2): (1) Commitment to excellent service, (2) Shared responsibility and accountability, (3) Teamwork and continuous learning, (4) Innovation and creativity, and (5) Continuous quality assurance.



### 5.3.2.6 Informal Discussions and Interviews

Leadership and partnerships in today's world of global pressures, democracy and human rights are one side of the coin in a context of interdependent relationships where influence rather than power dominates. As Driver (2002), Gerencser et al (2007), and Bonabeau and Meyer (2001) argue, these two concepts enable people and organisations to begin to tap into inner-human potential and networks, and build robust and vibrant communities of partnerships. This builds quality and equitable relationships, provides platforms for conversations to occur, and enhances social contracts and co-accountability, which creates a strong foundation for sustainability and social entrepreneurship (Gerencser et al, 2007).

In the light of this background information, the discussions and interviews by the researcher were centred on: *“What is the role of leadership in managing partnerships as an element of building organisational sustainability, level of economic growth, leadership effectiveness and self-reliance of organisations in a context that is systemic, dynamic, complex, transforming and adaptive by nature?”* The following comments were raised: (1) Creating clarity of intent, (2) Building a complementary team with synergy, (3) Establishing well-defined operating procedures, (4) Facilitating partnership agreements that add value, (5) Managing relationships and operating mandate, (6) Developing appropriate human capital that meet the expectations of strategic stakeholders, and (7) Encouraging a sense of urgency and a commitment to execute effectively.

It is clear from the above responses that the intention of partnerships should be founded on the alignment of policies, systems, procedures and clarity of strategic intent between partners. Such a position creates opportunities to debate and influence each other, and to eliminate risks and potential misunderstandings. In this situation, according to Bossidy and Charan (2002) and Brugnann and Prahalad (2007) accountability, meeting expectations and compliance with agreed norms become practical and achievable.

For these practitioners development is a concept of social and political manipulation. Stakeholders need to engage each other to explore shared meaning and agree on a philosophy and approach they would like to follow, otherwise they are likely to find themselves implementing what Koegelenberg (1993) calls an economy of affection which he explains as “the sociology of patronage” (Koegelenberg, 1993:46). This approach and philosophy are a process of value formation in terms of which personal relationships and personal gains are more important and thus assert much at the expense of the national long-term interest. In such a situation a legitimate government compromises itself and loses the power and opportunity to lead a transformational agenda that benefits the poor and powerless.

The majority of the participants in the interviews cited that a democratic government, in spite of great achievement since 1994, was likely to isolate itself from the poor if no major shift and balance of policy implementation and prioritisation took place to provide visible gains and impact.

### **5.3.3 Energy Survey: Experiential Reflection**

The following data is based on 86 programmes and 2612 respondents that were involved in the energy survey through the Learning to Lead organisation led by Colin Hall, the former Chairperson of Wooltru and currently a leadership expert. The concept of energy is based on a realisation that relationships are strengthened through the ability to understand and manage trust and information between partner stakeholders. These are divided into personal energy levels, relationships, quality of communication and the energy that would impact on the organisation.

Reflect responses operate at personal energy levels in terms of historical experiences, the relationships at work and home and also at a personal level. This personal context as argued by Goleman (1998) is important for the leadership as a foundational base that forms the anchor for self-management and emotional intelligence. This is partly because, leadership is about personal leadership, which involves issues of energy, attitudes and self-belief. Positive attitudes and personal motivation are therefore critical elements of personal leadership.

## **5.4 Data Interpretation**

### **Leadership and Partnerships**

The responses to the ten questions (Appendix 9.1) indicate a need for support and dialogue to determine the position and importance of leadership that develops partnerships and sustainability. The questions covered the following issues: leadership qualities, roles, support required, critical guiding issues, limitations, values, perceptions threatening effectiveness, legal frameworks and issues that would create a distinct contribution. The respondents identified long-term commitment, asset base, mutual respect, dialogue, accountability and responsibility.

The qualities and roles of leadership raised complementarities to each other. The role of a leader is seen to include taking responsibility, accountability, providing clarity, empowering others, being a social agent and facilitating investment and monitoring. These roles are important and need to be complemented by the following qualities: (1) Communication skills, (2) Strategic thinking, (3)

Trustworthiness, (4) Networking and managing interpersonal relations, (5) Patience and focus, (6) Commitment and faith to the vision, and (7) Facilitative skills to engage and manage dialogue.

An individual cannot manage leading in a complex environment with diverse personalities and expectations. Support to both leaders and managers are therefore imperative to deal with the following: (1) Formalising markets for supply, (2) Ensuring quality and excellence of service, (3) Developing appropriate skills, (4) Securing financial management, (5) Managing risks and limitations inherent to contractual agreements, conditionalities and expectations of delivery and impact, (6) Project management, (7) Good governance, and (8) Report-writing.

The values and qualities identified are not surprising since by its nature the civil society sector operates in a dynamic and partnership-based environment. These include the following: (1) Commitment, (2) Collaboration and synergy, (3) Loyalty, (4) Mutual benefit and trust, (5) Transparency, and (6) Sharing of information and strategic intent.

It is apparently clear that leading organisations in a context of diverse partnerships cannot be underestimated and taken for granted. Leaders, according to Covey (1989) and Cohen (2007) need to acknowledge that they are not the providers of solutions to all challenges but mere facilitative agents who need to listen, understand, engage and influence direction and solutions. This style of leadership provides affirmation, acknowledgement, empowerment and total ownership and accountability.

#### **5.4.1 Programmes: Personal and Organisational Leadership**

This section had five questions that were answered and discussed by participants during leadership workshops. The areas covered are: qualities and skills of mentors, leadership attributes, principles and values, factors critical to best performance and competencies for effectiveness.

The information based on the responses (Table 9.2) and the discussions indicate that all participants prefer principled-centred leadership. This kind of leadership has wisdom, humility, integrity, openness, trust, respect and honesty. This is well argued and supported by Stephen Covey (1999), Jim Collins (2001) on Level 5 Leadership, and John Maxwell (1998). There is a consensus that such leaders have the ability to support organisations in terms of effective execution, attracting the right people with the right attitude, providing enabling context, instil commitment, discipline and resilience. Lastly, organisational effectiveness and competitiveness were discussed and found to be dependable on: (1) Commitment to the long-term gains for all, (2) Shared responsibility and accountability, (3) Teamwork and synergistic behaviour and systems,

(4) Quality assurance, (5) Innovation and creativity, and (6) Knowledge management and research and development.

#### **5.4.2 Informal Discussions and Interviews**

This kind of discussion involved various players (Appendix 9.3), who occupy important positions in the sector and who have played a critical role in its evolution and development.

While there is a general sense of desperation, despair and hopelessness, most people still have great hope for change, recognition and affirmation of the civil society. Critical amongst issues is the lack of a clear definition of what constitutes civil society, and the difficulty of defining the shareholders and beneficiaries who impact heavily on governance matters. Other issues include a lack of clear policy directive to determine the partnership between the state and civil society. These matters are further complicated by the high turnover at leadership and management level within the sector due to lack of resources and socio-political conflicts and complexities. The participants raised the following issues as critical for partnerships and sustainability of organisations: (1) Clarity of intent, (2) Collaboration and synergy, (3) Focus and discipline, (4) Clear service-operating procedures and systems, (5) Management of stakeholder relationships, (6) Staff retention plan, (7) Resource mobilisation strategy, and (8) Stakeholder participation and involvement in strategy, budget, policy formulation, systems design and developing sustainability plans.

#### **5.4.3 Energy Survey: Reflection and Experiential Learning**

The information shared is based on interviews and discussions on work done by Colin Hall through his company called Learning to Lead. The company has conducted a number of surveys, which provided great learning and reflections. The questions used are divided into three sections: Personal Energy, Relationships, and Measuring of Energy based on Communication and Trust.

Firstly, it is very clear that the level of personal energy at home and work has great impact on the effectiveness and productivity of individuals. The feedback according to the interview with Colin Hall indicates 38% of positive energy and 25% of negative energy at work while at home there is 48% positive and 14% negative. This feedback simply reinforces a need for emotional intelligence, which emphasises the five components as cited by (Goleman, 1998). These are: (1) Self-awareness, (2) Self-regulation, (3) Motivation, (4) Empathy and (5) Social skills.

According to Covey (1989), “Private Victory” which deals with three habits of effectiveness such as “Be Proactive”, “Begin with the End in Mind” and “Put First Things First” would also reinforce the need raised by the feedback on energy and support. In addition, the feedback touches on the power of the mind, which determines readiness and attitude.

Secondly, experience reflects perceptions of colleagues and customers of the individual leaders in terms of relationships. It found that 47% of respondents believed that the leader contributes energy, 21% thinks that energy is subtracted or withdrawn, 21% believes that the leaders multiply energy, which is positive, and the remaining 12% believes the leaders divide energy, which is negative. The perception on the impact on customers is encouraging, with 53% added energy, and only 16% subtracted energy. Therefore it is obvious that partnerships are governed by collaboration, energy and consideration. The leader plays a crucial role in managing and leveraging energy of the stakeholders.

Thirdly, the correlation between energy and communication and trust is reflected in the following feedback. The quality of communication and shared information, which builds trust, constituted 54% of positive energy and 46% negative. The level of trust in a relationship, which is an important re-inforcer of collaboration and synergy, indicated 52% positive and 48% negative. In addition, general organisational energy is found to be less positive at 45% against 55% negative. This raises a challenge in ensuring that leadership manages energy and builds trust effectively. According to Covey, “When trust is high the dividend you receive is like a performance multiplier, elevating and improving every dimension of your organisation and your life.” (Covey, 2006: 19) He further argues that high trust provides improvements in communication, collaboration, execution, innovation, strategy, engagement, partnering and relationships with all stakeholders. There is no doubt, based on the above dialogue on energy, that partnerships are enhanced and sustained where there are synergistic behaviours and a high level of energy.

Lastly, the respondents indicated the following characteristics of effective leadership: (1) modelling, (2) trustworthiness, (3) approachable, (4) acknowledging, (5) honest, (6) loyal, (7) empathetic, (8) caring and (9) inspiring. Shared experience demonstrated by Colin Hall indicated by the above reaffirms a number of arguments raised by Stephen M.R. Covey (2006) as he defines four cores of trust, which are: (1) Integrity, (2) Intent, (3) Capability, and (4) Results.

Civil society can learn much about the importance of managing relationships through understanding trust dynamics and the importance of credible information amongst stakeholders. The success of a partnership between critical stakeholders is determined by the leadership ability

to enforce systems, procedures and controls that encourage the easy flow of information with credibility (Covey, 1992 and 1989).

## 5.5 Conclusion

On reflection, leadership in the current century and in particular in a developmental and transforming context like South Africa is according to Collins (2001), Drucker (1999) and Covey (1992) about strategic thinking, strategic conversation, strategic synthesis and alignment, strategic execution and strategic accountability . Today's leaders, as expressed by responses from participants on leadership programmes, informal and formal conversations with thought leaders and practitioners indicate that leaders face an ever-changing environment with the following challenges: (1) Globalisation, (2) Complexity, (3) Mobility, (4) Right-based culture, (5) Transformation and change, and (6) Governance and ethics.

This kind of environment requires individuals who are as Covey (1992) argues able to accept a greater level of responsibility for personal decision-making and respond to unplanned events and unpredictable opportunities. This would require a behaviour that is proactive, character-based, decisive, contextual and transitional. They should therefore be competent, confident and focused on networking, managing relationships and partnerships, and building organisations of community of common practice and purpose.

However, there is no hope for effective and sustainable partnerships in the absence of energy, trust, communication and information sharing. In fact, Colin Hall, in his energy survey, emphasises the issue of “blue flag” as a reflection of positive energy and “red flag” representing negative energy. Energy, in his quasi-mathematical formula, is based on two factors: information and trust. These elements are critical in establishing energy, synergy, commitment and relationships.

According to Table 8.1 in the *Harvard Business Review* of (2007), the following areas determine platforms for convergence between private companies and NGOs: (1) Pooling knowledge, competencies and relationships to build new operating standards and co-regulatory schemes for impact, return on investment, sustainability, empowerment and skills transfer, and (2) Leverage each other's credibility and networks to create access to markets and brand value, (3) Creating professional development norms and management roles to facilitate coordination between different sectors. These could be best achieved through leadership that encourages and develops energy by motivation and encouragement for individuals to be free to act independently, work in teams and be able to account without fear of punishment. The responsibilities of leadership as expressed by Kleiner and Roth (2000) in appendix 9.5 covers the following: (1) Building a shared

vision, (2) Creating the capacity to act, (3) Thinking systemically, (4) Communication through open and honest dialogue, and (5) Engaging and involving others as coaches, mentors and teachers. They further argue that leadership qualities to fit the responsibilities are: (1) Commitment to the truth, (2) Courage, (3) Compensation, (4) Humility, (5) Authenticity, and (6) Integrity.

The latest research on the level of energy generated by organisations which was conducted by McKinsey and published in *The Business Day* of March 2008, concludes that there are two components that drive energy of people: (1) commitment and (2) capacity. A lack of any of the two cripples the organisation. However, Bruch and Ghoshal in the *Harvard Business Review* of 2002 provide a different dimension to McKinsey's arguments by stating that in fact, the capacity to focus and be purposeful is driven by a balance of focus and energy. Their study concludes that leaders lead only 10% of their people and manage 90%. It is very clear that all three cases demonstrate the importance of energy in managing relationships and partnerships to enhance value and effectiveness.

The above literature analysis therefore, demonstrates a greater need to build, mentor and empower the kind of leadership that can sustain partnerships based on core values of trustworthiness, belief in people, excellence, innovation and a sense of urgency. Such calibre of leadership will ensure results that are of impact, sustainable and service-oriented.

## CHAPTER 6 - SUMMARY, FINDINGS AND RECOMMENDATIONS

### 6.1 Introduction

The greatest challenge facing the early nineties was to determine progressive, democratic and transparent mechanisms for funding civil society in a democratic, non-racial, non-sexist, non-discriminative and free South Africa. The role that civil society, especially the faith-based organisations, the civil society through Kagiso Trust (KT), the churches through the South African Council of Churches (SACC) and the South African Catholic Bishop Conference (SACBC), the United Democratic Front (UDF) and the unions through COSATU and NACTU played during the struggle became the pinnacle and a stimulus for the liberation of this country (Landsberg, 2004). These civil society forces became the centre stage of the struggle for poverty eradication and freedom while major political organisations were burned.

The second challenge was to develop a new formal state with private and civil society partnership. Since then, progress has been achieved, especially on the side of the state and the private sector. A lot still needs attention for civil society to provide a much more unified and coordinated effort in pursuing a partnership with the state and the private sector.

Thirdly, South Africa's challenges during the 21<sup>st</sup> century remain the following: (1) consolidation, (2) coordination, (3) branding, (4) skills development and (5) service excellence (ASGISA, 2006).

All key stakeholders are in agreement to push back the frontiers of poverty as the resolve of government that reinforces the basis on which the Reconstruction and Development Programme (RDP), Batho Pele principles, the Constitution of South Africa, (Act 108 of 1996) and Growth, Economic and Redistribution (GEAR) policy operate. This in many ways is an expression of the precepts of the Freedom Charter that declare that "there shall be houses, security and comfort, the doors of learning and culture shall be opened, and the land shall be shared among those who work it" However, it is critical to note that GEAR has not been a formal ruling party policy nor is it a government policy, but only a cabinet (executive) directive to intervene in economic imperatives (Landsberg, 2004). While arguments are true that there was a debate and participation of key stakeholders within the ruling party, this cannot take away the dissatisfaction, the despair, the anger and mistrust that have been created (Landsberg, 2004). The philosophy behind all these noble documents is built on the following principles: (1) Consultation and participation, (2) Joint ownership and accountability, (3) Delegation of authority in areas of policy formulation



(Government); effective implementation (civil society), and effective monitoring and evaluation (jointly), and (4) People-centred-driven approach.

## **6.2 Research Findings and Value Added**

This dissertation has provided an analysis of and a reflection on the state of leadership and partnerships in the context of Public, Private and Community Partnerships. Such research is important to ensure the strengthening of democracy and to encourage visibility and a voice for the non-profit sector. The researcher intends to rekindle interest, commitment, insight and further work to reposition civil society as a critical player in the struggle to eradicate poverty and its root causes. An understanding of the role of leadership, its character and behaviour, and the principles and values underpinning such a leader would be critical to champion the following: (1) Strategic planning and visioning, (2) Monitoring and evaluation, (3) Retention of talent and development of human capital, (4) Organisational development and transformation, and (5) Alignment and establishment of appropriate systems, policies and procedures.

When leadership asserts itself in the relationship, a number of breakthroughs are achieved in areas of defining priorities, designing funding criteria, formalising memoranda of agreement, and developing the delegation of roles and responsibilities including the following five areas:

### **6.2.1 Five Key Elements for Sustaining Partnerships**

A sustained partnership is a systemic, dynamic, open-ended process of transformational relationships within a group or organisation founded on a common purpose. Such partnerships bring together groups of diverse and complementary partners as concerned stakeholders and leaders to explore the underlying relationships for the common good of all. Reflection on a number of publications by the researcher reveals the following five (5) elements:

**6.2.1.1 Relationships** that expose identity, interest, power, perceptions, interactions, alignment, influence, social capital, energy and diversity are important for partnerships. The energy survey as Covey and Merrill (2006) point out, indicates that relationships and their effectiveness are dependable on the quality and relevance of information and trust.

**6.2.1.2 Trust** is viewed by Bowes and Pennington (2004) and Covey and Merrill (2006) as a medium for building integrity, congruency, alignment, performance, impact, credibility, relevance, competence, character, respect, transparency, loyalty, reliability, accountability and

responsibility. Trust is earned and follows on trustworthiness. Trust is an ingredient of the sustainability of the well-being of the stakeholders. Therefore, stakeholders involved in a partnership will maintain that relationship based on the paradigms they hold of each other in terms of values, principles, trust and competencies.

**6.2.1.3 Dialogue and Conversation** represent what Wheatley (1999) and Covey (1992) refer to as a process of willingness, commitment, clarity of purpose, confidentiality, co-accountability, execution design, participation, focus, synergy, empathy, consensus, ownership and solidarity .

**6.2.1.4 Social Compact** is according to Khoza (2005), with the intent to develop leveraging networks, credibility, legitimacy, role clarity, facilitate coordination, enhancement of capability, enabling environments, acknowledging integration, managing transformation, instil good governance, inculcate strong leadership and develop political savvy.

**6.2.1.5 Principle-based Leadership** is considered by Covey (1992), Maxwell (1998) and Khoza (2005) as an expression of distinct contribution, character, moral authority, discipline, passion, honour, purity of purpose, integrated viewpoint, strategic thinking and synthesis, effective performance, productivity, managed complexity and energy. This kind of leadership maturity comes with great sacrifice, self-trust, self-confidence and humility. Furthermore, Jim Collins (2001) refers to such leadership maturity as Level 5 leadership, which is anchored to humility.

## **6.2.2 Community Mobilisation and Social Organising**

The challenge of building partnerships is anchored to relationships through influence. The ability to develop communities and social networks is dependable on the achievement of the following key components as cited by Max-Neef (1991), Clarke (1993) and Charlton (2000): (1) Self-identity, (2) Self-interest which defines what people want and care about, (3) Power to influence the direction of events, (4) Equality and respect, (5) Perceptions and identity, and (6) Style and feedback.

The importance and dynamics of mobilisation and organisation are founded on the ability to influence, listen, empathise, challenge, understand, become aware of interdependence and collective power, and to sustain meaningful conversation. The process requires an ability to focus on the relationship and the bigger picture and not the issues or problems.

### **6.2.3 Organisational Good Governance**

In a context of a transforming environment and a developmental state that operates in a global world, civil society finds itself in a situation of compliance, relevance, regulations, conditionalities and contractual obligations. The most important responsibility and duty that leadership owes the trust/company are:

- Fiduciary duties of good faith, and
- Duties of care and skill.

In addition to the above, South African organisations are expected to comply with what Bowes and Pennington (2004) call the triple-bottom line principles of economic, environmental and social sustainability. The burden of responsibilities to the leadership of civil society creates reluctance for a number of people to serve in governance structures while the direct control and resources remain very fuzzy and sometimes highly contested by a number of players. Key principles of governance when applied would create harmony and cohesion. These are: (1) Discipline, (2) Transparency, (3) Independence, (4) Accountability, (5) Responsibility, and (6) Fairness.

Leadership and governance structures should define levels of materiality, reserve specific powers for themselves and delegate other matters with the necessary written authority to management and ensure that management's actions under such an authority are regularly monitored and evaluated. The responsibilities of leadership in the context of good governance can usefully be summarised under three broad headings: (1) Strategy and direction; (2) Risk management and control; and (3) Disclosure.

### **6.2.4 Organisational Effectiveness and Impact**

In the light of new global and continental changes and challenges, the concept of partnership and mutual responsibility has become a reality and a tool for strategic alliances that should protect the interest of stakeholders.

Well-positioned civil society organisations understand the power and influence of relationships, which are rooted on trust. Partnership management has become a critical strategic role and requires a well-developed strategic plan to articulate critical choices and positioning. The availability of resources has now become a business imperative with donors and funders looking for more added value for and an impact on their investments. In addition, some donors and

funders tend to commit to a long-term relationship that is governed by contractual obligations that spell out key performance indicators and strict monitoring and evaluation. Civil society organisations that survive are likely to have developed a consultant-based approach towards their work and have retained skilled employees.

### **6.2.5 Managing Strategic Partnerships**

At the core of civil society effectiveness, quality of service and sustainability lies a strong purposeful leadership. The nature and character of such leaders are embedded in people skills, communication, project management, execution capability, teamwork, and an ability to clarify key priorities. Leadership in the context of the current challenges and dynamics cannot be left to issues of implementation and accountability. The establishment of the Business Trust in 1999 through a partnership between the private sector and government is according to Whittaker (2007) a classic success case. This partnership was founded on a structured and focused base supported by the principles of equality, accountability, shared vision and respect. As De Wet (2007), the trust has in addition also clarified its role very well and avoided being a coordinating body and an implementer. Instead, a number of well-selected partners are identified to focus on implementation.

This model works best since in fact, today's leaders are faced with the following tasks in order to manage partnerships: (1) Influencing policies and priorities while outsourcing the implementation role, (2) Managing diversity and compliance with statutory frameworks, (3) Managing and retaining strategic talents while building new skills, (4) Remaining informed about local and global dynamics, (5) Attending to growing needs and expectations of multiple stakeholders, (6) Establishing alternative means to leverage resources to develop sustainability, and (7) Developing the brand and profiling the organisation within its areas of operation.

## **6.3 Reflection, Learnings and Findings**

Leadership and Partnerships in today's world of global pressures, democracy and human rights are one side of the coin in a context of interdependent relationships where influence rather than power dominates. These two concepts enable people and organisations to begin to tap into inner-human potential and networks and build robust and vibrant communities of partnerships. They build quality and equitable relationships, provide platforms for conversations to occur, and enhance social contracts and co-accountability, which create a strong foundation for sustainability and social entrepreneurship.

The greatest contribution of the study is that it focuses on real practical issues in a sector that is developing, transforming, complex and dynamic. It also helps to broadly inform organisational development issues within a non-profit-sector environment through problem solving research methodology. Furthermore, the study contributes towards a search for knowing and understanding the current new social dynamics in a post-apartheid and democratic era, which indirectly impact on private, public and civil society relationships. The research also pioneers an argument and clarity around dilemmas on partnerships and the role of leaderships in that context. Arising from it is a set of principles and practices to mobilise, organise and lead communities and civil society through multiple stakeholder partnerships, which would assist them to control and influence the development processes in order to achieve organisational sustainability and ownership. The following five key elements summarise the research reflections and learnings:

### **6.3.1 Assumptions and Analysis for Poverty Eradication**

The greatest commitment and passion for the involvement of civil society leadership are informed by a desire to make a meaningful contribution to society, creating a lasting legacy, providing an enabling environment for self-sustainability and impact, and providing an environment for skills development and knowledge transfer.

Based on my personal reflections, I can deduce that interventions towards poverty eradication can be defined to include the following key elements in order to be successful: (1) The political will of government and the ruling party, (2) Understanding and knowing who the poor are and what kind of conditions they live in, (3) Clarity of mandates by various stakeholders and capacity to operationalise programmes, (4) Supportive policy frameworks and instruments that give rise to practical social development programmes and investments, (5) Multi-disciplinary and inter-sector framework, (6) Easy access to information and required resources, (7) Adequate level of education, technology and improved literacy levels, (8) Cooperative governance as prescribed in Chapter 3 of the Constitution, and (9) Acceptance of responsibility and authority with adequate resources.

### **6.3.2 Reality and Competitive Advantages**

The scope and nature of the playing field for poverty eradication and social development have changed drastically since 1994. The resource mobilisation and funding environment have become very competitive, open, technical, highly conditional and with greater emphasis on good

governance, systems integration and continuous monitoring and evaluation. These developments happen in an environment where leadership, management capabilities and experience have declined due to the open market forces at play.

In the context of cooperative governance and public, private and civil society partnership, there are great possibilities to pursue, including:

Firstly, cooperative advantage which is rooted in the African culture of communalism -*Ilima* and the Constitution (commonalities, not competition),

Secondly, formalisation of partnerships between government and the civil society for joint planning, prioritisation, joint action, joint monitoring and developing models for sustainability. Such partnerships should respect the independence and mutuality of all stakeholders,

Thirdly, providing a clear framework for international donors, the private sector and other institutions for resource mobilisation and the promotion of participatory approaches to policy development and research, and

Fourthly, promoting efforts with regard to issues of coordination and regulations related to a poverty eradication national policy framework.

Lastly, participation as a concern that individuals and communities should participate in the decision-making processes that affect their own lives and protects the integrity of the eco-system and embraces the future as an expression for future generations.

Leadership in this context cannot just be positional or title-bound. Leadership is challenged to become what Covey (2005), Williams (2005) and Collins (2006) term relationship-based, energy-focused, character-anchored, principled-centred that strives towards empowerment and mentorship.

### **6.3.3 Leadership and Management in the 21<sup>st</sup> Century**

The challenges and dynamics facing organisations in the 21<sup>st</sup> century are totally unique and complex and according to Drucker (1999) the past behaviours of leading and managing people and organisations therefore require a review where there is little room for power, position, control and top-down authority. This century is in actual fact, about innovation, creativity, networks, shared value added and common vision.

The following pillars provide possibilities for consideration in addressing issues of leadership and partnerships. (1) Path-finding as an expression of vision, mission and innovation, (2) Engaging in sustained dialogue, (3) Aligning synergised behaviour, and (4) Empowerment and self-mastery. Wheatley (1999) gives her insight on the importance of ownership and describes it as “personal connections to the organisation, the powerful emotions of belonging that inspire people to contribute.” (Wheatley,1999: 68). This supports the argument that strengthening and sustaining partnerships require personal will to participate and take ownership.

#### **6.3.4 Common Shared Responsibility**

The importance of leadership in organisations cannot be over-emphasised. The role of a leader is to provide the bigger picture, clarify purpose, encourage collaborative behaviour and set clear boundaries for sustainability and accountability.

#### **6.3.5 Leadership Principles: Four Fundamentals to strengthen Partnerships**

Partnership-based leadership is a prerequisite for sustaining relationships in a multi-stakeholder environment. There are many complex dynamics at play in this relationship. Leaders are better prepared to walk the talk and go through the pain of modelling this kind of leadership. This will be dependable on the cost and benefits accrued from the relationship.

The following principles as cited by Khoza (2005), Collins (2001), Covey and Merrill (2006) and Wheatley,(1999) are important and help to map the journey for leadership.

##### **6.3.5.1 Principles and Enablers for Partnerships**

Multi-partnerships require a commitment to the following principles as enablers: (1) Trust and trustworthiness, (2) Legitimacy and acceptance, (3) Grace and humility, (4) Warmth and empathy, (5) Ownership by all, (6) Co-accountability and shared rewards and/or consequences, (7) Energy, and (8) Information and transparency. These are supported by sustainable partnership indicators provided by Oelofse and James (2002) such as (1) Relevance, (2) Understanding and Simplicity, (3) Integration and Linkages, (4) Long-term focus, (5) Shared information, and (6) Legitimacy and Acceptance by all stakeholders. These indicators are applicable to enabling partnerships.

### **6.3.5.2 Key Leadership Traits**

Leaders who have the ability to create and sustain partnerships have a character that is rooted in the following: (1) Self-trust and self-mastery, (2) Dependability and empowering, (3) Engaging and involving, (4) Acknowledgement and affirmation, and (5) Empathy, listening and influence.

### **6.3.5.3 Outcomes and Impact**

When partnerships are sustained and sometimes institutionalised, the benefits will be as follows: (1) Sustained partnerships with cooperative responsibility, (2) Sustained dialogue that is meaningful, transformational and empowering, (3) Sustainable development and transformed life conditions, (4) Improved quality of life and education, (5) Local-based leadership emergence and retention. (6) Growing social entrepreneurial initiatives, and (7) Stakeholder growth, development and improved social capital.

### **6.3.5.4 Self-reliance and Viability**

In order to achieve added value while managing partnerships, the following indicators are imperative as benchmarks for success: (1) Improved asset value, (2) Increased long-term revenue, (3) Improved quality of knowledge base, (4) Long-term resource leveraging, (5) Self-organising capability and resilience, and (6) Authenticity.

## **6.4 Summary**

Economic growth benefits some greatly, the majority hardly at all, and a small minority at a level that could be described as exorbitant. Unless this core imbalance of wealth distribution is addressed, Greenfield (2006) argues that the masses will turn their grievances on both industry and government.

This research has indicated the complexities and dynamics of a new emerging and transforming democracy. It has further highlighted economic dangers and unintended consequences arising from a number of assumptions such as: (1) That the vote easily translates into economic benefit, (2) That once people are free and have constitutional rights, the rest will flow with less strain and challenges, (3) That freedom automatically breeds equality,



access to opportunities and provides a change of attitude and behaviour, and (4) That a democratic government led by the majority will remain in touch, aligned, engaged, sensitive and responsive to the real needs of the poor and disadvantaged.

The reality in the analysis of the study proves the myth and fallacy behind the above assumptions. The study indicates the shifting of priorities and the influencing power of the dominant world order driven by economic imperatives and the first world. Furthermore, it is acknowledged that once individuals occupy different positions and understand the advantages and benefits of power, it is possible that their worldview and priorities change fundamentally and become personalised and short-term.

The organisations used as case studies have all experienced common challenges and face a similar dynamic in terms of changing relationships and donor priorities and the pressures for accountability that impact on internal systems and procedures. Such pressures also impact on the leadership and management capabilities of organisations, which unfortunately are all dependable on the character, and nature of staffing. Any weaknesses and/or lack of the above matters impact heavily on the attraction of resources and sustainability of organisations.

## **6.5 Recommendations**

The research has indicated the importance of a growing and vibrant civil society as a partner for effective transformation in South Africa. The roles are challenging yet the tasks are beyond current capabilities and resources. Civil society occupies a critical space in the social development discourse. The following constitute the important issues for the civil society: (1) That development is a human factor, (2) That the civil society has an undeniable space for partnerships with the public and private sector as supported by the constitutional frameworks (Act 108, 1996), and (3) That the empowerment of communities and volunteers is critical as expressed through cooperative frameworks. The dynamism of leadership in a partnership context cannot be fixed to one particular kind of leadership style. The nature and context of the relationship will determine the choices to be made.

Figure 6.2 below provides an alternative model for leadership, which shares and provides space for various emergencies that may arise.

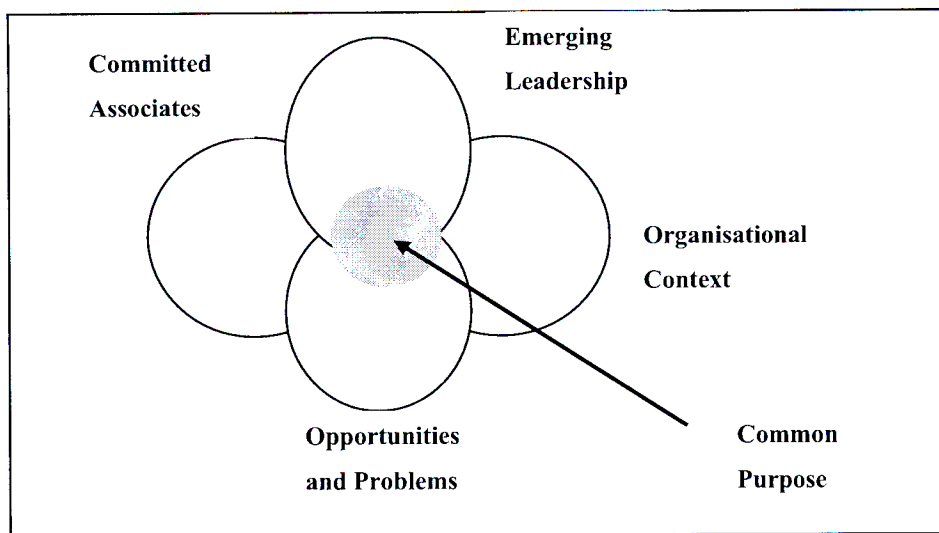


Figure 6.2: Shared Leadership Model *Source: Charles Ehin, World Business Academy, March 2005*

The appropriateness of Figure 6.2 towards leadership through partnerships is based on how the four elements are interrelated to commit to a common purpose. Emerging leadership is synonymous with transformational and situational leadership. Opportunities and problems provide a strategic leadership competency to solve problems and anticipate a niche contribution for the organisation. A shared leadership model also recognises the importance of committed associates who are the critical stakeholders in the sustenance of partnership. This model is rooted in acknowledging the importance of what Ehin (2005) refers to as an emergence context, legitimacy, facilitative process, integrative evolution, mutual benefits, and complementarity and voluntary cooperation.

As reflected in Figure 6.2, a number of principles are fundamental in influencing the style, character, behaviour and paradigms of leaders as they grapple with managing partnerships. The concept of Authentic Leadership provides another view of Shared Leadership as it provides passion for personal purpose, modelling of values, consistency and leadership with the hearts as well as minds. For George, Sims et al (2007), such leadership is able to establish long-term meaningful relationships and the ability to have self-discipline to get the results.

The following are the four critical recommended pillars to strengthen leadership and partnerships as suggested by the researcher:

- 6.5.1 **Clarity of the Road Map for Partnerships** includes the following: (1) Scoping of the common burning issues, (2) Joint planning, leadership commitment and role clarity, (3) Defining institutional capacity and resources, and (4) Defining a project plan and a monitoring and evaluation framework.
- 6.5.2 **Managing Sustained Dialogue** through: (1) Define common themes and areas of shared interest, (2) Openness and flexibility, (3) Social facilitation and mobilisation around a national framework, (4) Commit to the ongoing dialogue, and (5) Define the process and the beneficiary partners.
- 6.5.3 **Institutionalise Partnerships with Stakeholders** by (1) Regulating the relationship formally, (2) Ensuring that interventions and programmes are properly coordinated in a multi-agency and multi-pronged effort for impact, (3) Providing the bases for coordination and accountability, (4) Commitment towards specialisation and integration, and (5) Resource leveraging.
- 6.5.4 **Commitment towards Partnership-based Leadership** by all key stakeholders through (1) Defined strategic intent for key strategic partners, (2) Signed National Civil Society social compact, (3) Provision of direction towards empowerment, transformation and skills development, (4) Developed best practices and good governance, (5) Creation of a sustainability and viability plan.

The above five (5) pillars are greatly motivated by new challenges confronting leaders such as complexity, emergence of networked society, and greater linkages amongst organisations and people, including technological advancement that create new forms of communication and knowledge management. Leaders in this context rely on their ability to influence and manage what according to Gerencser et al (2007) is the multiplicity of relationships they may not directly control.

## 6.6 Further Research Challenges and Possibilities

The use of an interpretive and conversational research approach provides an opportunity to make a contribution to improve the situation, provide learning lessons, find options, and acquire new insight into the challenges and problem statement. The social development sector faces numerous

challenges for its survival and relevance. It continues to strive towards becoming efficient, effective, sustainable and entrepreneurial in order to be a serious contributor to economic growth, social development and the creation of employment. Therefore, the outcomes of the study are to provide tangible solutions in a complex and ever-developing social context. Leadership and partnerships form the basis for social and sustainable development in order to address the following outcomes: (1) Identify strategic imperatives for sustainable and vibrant partnerships that provide transformation, empowerment, skills transfer and growth. This requires leadership competencies and traits to support organisations and manage sustainable partnerships, (2) Acknowledge and formalise learning lessons and practical experiences for implementation through the provision of possible models for partnerships and the kind of support required for sustainability and an added-value position for all stakeholders involved, (3) Strengthen and further provide leadership examples that can resolve pressing needs for the non-profit sector and other stakeholders to discern the type of leadership needed to support and create sustainable solutions for the social sector, (4) Enable organisations, communities and individuals to know and use leadership processes and methods that have proved most successful to guide and influence future initiatives, and (5) Create and initiate a process of multiple communities of practice, so that communities and individuals can continue to engage, develop skills, share and generate new knowledge for a people-centred and people-driven development process.

This study also creates an interest for further research in terms of identifying and comparing survivalist organisations and mediocre organisations against great, effective and sustainable ones that have maintained great records of success over years. In this study exploration is made to identify what kind of leadership is involved, how transformation has been managed and what defines great sustainable results that impact especially on the non-profit/social sector, which is founded on partnerships.

## **6.7 Conclusion**

A number of observations and critical issues can be highlighted as important for leadership and partnerships to create sustainability and viability of civil society organisations. The South African constitution provides such a platform through its nine (9) principles and a reference to cooperative governance (Act 108, 1996). The pronouncement of policies and commitment of the state to the concept of a developmental state is evident but also raises a lot of challenges. A developmental state is expected to be people-centred, people-driven, facilitative, broad in its mandate with clear legitimacy, transformational and transparent with a clear national comprehensive social developmental strategy that involves all key players. The reference and case studies discussed by

the researcher on specific organisations in Chapter 3 indicate that the survival of these organisations has been a sign of resilience in the face the following challenges:

1. Government departments with their various Medium Term Expenditure Frameworks and challenges to comply with PFMA have multiple accountability to portfolio committees, the Boards and sometimes the Executive, and thus find themselves struggling to abide by different expectations, cluster cooperation, planning and reporting systems. Available funds allocated to government departments and public entities are not subjected to scientific research and monitoring to determine priority areas and impact;
2. Bilateral Aid, coordinated through Overseas Development Aid (ODA), faces numerous challenges such as a lack of common and well-understood methodologies and policies mostly aligned to different member countries and donors, poor spending capacities, lack of impact assessment, lack of skills capacities within complementing countries, poor accounting capacity, lack of experience to manage a multiplicity of partners (especially donors) with their conditionality imperatives and foreign policy interests that guide programme content, funding levels, programme selection and project implementation;
3. Privatisation of state institutions mandated to provide support in poverty eradication creates multiplicity of challenges and complexities such as profit targets against job creation, mechanisation, limited understanding of the triple bottom line, social responsibility remaining non-strategic and non-core;
4. Private sector and donor-driven community foundations and poverty eradication organisations all compete for space and recognition of the same target groups but with different approaches, philosophies, policies, systems and methodologies, proliferation of public enterprise-owned initiatives through foundations that are more resourced but deploy these as their secondary functions for social responsibility. There is a need to encourage involvement of all citizens, but at the same time the standardisation of such activities is important in order to maximise impact, and
5. Lack of long-term pilot programmes to encourage viable and sustainable community development initiatives to increase the asset base of the poor, self-help mindset and the building of family values, ethics and a culture of service. Leadership within all stakeholders and especially in civil society should be driving initiatives that promote national and provincial pilot programmes to demonstrate sustainability and impact.

Over and above the issues debated here, lack of a united common voice for civil society organisations to take advantage of available opportunities and lobby for attention and influence remains a need to be explored and developed in our debates and discourse on matters of poverty eradication, sustainability and the role of civil society. The success of democracy and accountable governance is tied to the confidence the poor and the downtrodden have in the leadership in government, the private sector and civil society. The best environment in which this can take place is well explained by Senge when he argues that “the understanding and application of the five disciplines such as personal mastery, mental models, shared vision, team-building and systems-thinking provide the key to civil society empowerment” (Senge, 1994: 4). Such empowerment instils a sense of a “can-do” attitude, performance power and a commitment to lift self out of the quagmire of poverty using the little that people have. This is achieved through unleashing the innate abilities and skills from the poor themselves.

Clark (1991) argues that civil society, on the other hand, is required to take a leading role and strengthen its resoluteness in grasping the opportunities that present themselves within the space available in a democratic society while remaining true to their intentions. This requires the following: (1) Courage to find a voice and appropriate positioning, (2) Ability to develop young leaders and provide them with space to lead and shape the future direction of the organisations with calculated support from the more experienced members through coaching and mentoring, (3) Challenge to break with the past culture, style and habits of “struggle accounting” to find a breakthrough to the future to face the new challenges of the 21<sup>st</sup> century such as transparency, accountability and a participatory approach, (4) Ability to acknowledge the weaknesses while able to identify new opportunities with vigour, (5) Develop new partnerships and find new meaningful contributions to make in a country that is developing and faces challenges of poverty, skills shortage and unemployment, (6) Defining appropriate strategic space and making a unique contribution to the developmental needs of the country, (7) Developing required and appropriate skills and competencies to fit in with the needs of today through partnerships with government and the private sector, and (8) Making sure that the membership and all critical constituencies are involved in and have ownership of all the activities with a sense of responsibility and accountability.

Without the groundswell of complex relationships and partnerships locally and internationally, the nature of pressures put on the apartheid regime would not have yielded the results we have. According to Brugmann and Prahalad (2007) the non-profit sector in a democratic environment is challenged to identify and define points of convergence with the state and the private sector on issues of knowledge management and skills, operating standard procedures, leveraging each other’s credibility and social networks, access to markets, norms and quality assurance standards and facilitative and coordinative roles and responsibilities. This places civil society organisations

beyond doing to an influencing role that is strategic. In fact “human progress cannot be equated to growth in the market value and therefore development is transformational and addresses three basic needs: (1) Justice, (2) Sustainability, and (3) Inclusiveness” (Korten, 1990: 4).

Brian Whittaker, on a column in *The Sunday Times* of (2007), concludes by sharing the following lessons on the subject of PPPs: (1) Combine all stakeholders such as market, state and communities in partnerships that mobilise all resources, (2) Ensure that working partnership also requires capacity for business unusual - an ability to work outside the established frames of reference to achieve more together than could be achieved independently, (3) Effective partnerships require individuals with the ability to lead others, and to accept personal responsibility for pursuing real partnership objectives agreed by partners, (4) An ability to develop the language of principled partnership building rather than positional bargaining, and (5) Ensuring that there is a clear line of what is achievable and not achievable in the relationship.

Finally, the elements covered in this research present a broad framework and insight into the kind of leadership required for consideration in establishing sustainable and impact-driven partnerships. Such leaders are facilitative, empowering, consultative, entrepreneurial, change agents, strong on self-mastery, easily share their skills, and delegate. The researcher concludes that there are four (4) critical elements for partnerships and sustainable organisations: (1) clarity of purposeful partnership, (2) sustained dialogue, (3) formal social contracts to institutionalize partnerships, and (4) principled-based leadership. These help to deal with issues identified by the DBSA report of 2005, Bowes and Pennington (2004) and Clark (1991) as lack of access to support services, leveraging of resources, and the enhancement of value-chain management, improved skills bases for analysis, persuasion and influence, and the provision of strategic integration models to transform development

In conclusion, leadership in a partnership-based context cannot be taken for granted. While the emphasis of this study looked at the civil society sector and its repositioning within a public context, the same dynamics and challenges are at play in all kinds of relationships. The birth and cementing of the country’s democracy is actually founded on a number of principles and values raised in the research. These are according to Khoza (2005), Covey (1992) and Wheatley (1999) “*ubuntu*” and the principled-centred paradigm anchored to interactive, consensus, respect, mutual trust, sharing, collective ownership, responsibility, accountability and empowerment

## REFERENCES

- Adebayo, A; Adedeji, A. and Lansberg, C. (2007): South Africa in Africa: The Post- Apartheid Era. University of KwaZulu-Natal Press, South Africa.
- Batho Pele Handbook*. DPSA, (2006). South Africa.
- Bonabeau, E. and Meyer, C. (2001): *Swam Intelligence: A whole new way of thinking about business*. HBR, May 2001, pp 106-114.
- Bossidy, L. and Charan, R. (2002): Execution: The Discipline of Getting Things Done. Random House Business Books, London.
- Bowes, B. and Pennington, S. (2004): The Story of our Future South Africa, 2014. The Good News (Pty) Ltd, South Africa.
- Bruch, H and Ghoshal, S. (2002): Beware the Busy Manager. *Havard Business Review*, February.
- Brugmann, J. and Prahalad, CK (2007): *Co-creating Business's new Social Compact*. HBR, February 2007.
- Galbraith, J. and Kennedy, P. (2009); *Brace yourself: Worse to come*. Sunday, 11 January. South Africa.
- Centre for Development Enterprise (2004): *Voices from a New Democracy: South Africans reflect on ten years in a democratic country and the challenges of the next decade*. Johannesburg, RSA.
- Charlton, G. (2000): Human Habits of Highly Effective Organisations. Van Schaik, Pretoria.
- Clark, J. (1991): Democratising Development: the role of voluntary organisations. Mc Naughton and Gunn, Inc., USA.
- Clarke, J.G.I. (1993): Human Scale Development: a South African perspective. Ecumenical Foundation of Southern Africa, (EFSA) Stellenbosch.
- Cohen, (Ed). (2007). Leadership without Borders: Successful Strategies from World Class Leaders. John Wiley and Sons (Pty) Ltd, Asia.



Collins, J. (2001): Good to Great. Why some companies make the leap and others don't. Random House Books, Australia.

Collins, J. (2006): Good to Great and the Social Sector. Random House Books, London, UK.

Covey, S.M.R. and Merrill, R.R. (2006): The Speed of Trust: The one thing that changes everything. Simon and Schuster Inc., New York.

Covey, S.R. (2005): The 8<sup>th</sup> Habit - From Effectiveness to Greatness. Simon and Schuster Inc. New York.

Covey, S.R. (1989): The Seven Habits of Highly Effective People – Restoring the Character Ethics. Simon and Schuster Inc., New York.

Covey, S.R. (1992): Principle-Centred Leadership. Simon and Schuster Inc. New York.

Development Bank of Southern Africa (2005): *Development Report: Overcoming Underdevelopment in South Africa's Second Economy*. South Africa.

De Wet, H; Freemantle, A; Brink, P. and Koeman, J. (2007): The CSI Handbook, 10<sup>th</sup> edition. Trialogue. Cape Town. SA

Dimant, T; Lebone, K and MacFarlane, M. (2007): South Africa Survey Online: Business and Employment. South African Institute of Race Relations, Braamfontein, Johannesburg, South Africa.

Driver, M. (2002): *Learning and Leadership in Organisation(s): Towards Complementary Community of Practice*. *Managing Learnership*, Vol. 33(1), pp 99-126.

Drucker, P.F. (1999): Management Challenges for the 21<sup>st</sup> Century. Butterworth- Heinemann, Oxford.

Ehin, C. (2005): *Leadership and Self-Managing Systems*. *Academic Viewpoint* Vol 19, Issue 5, March, World Business.

Financial Mail, (2007): 23 February. South Africa

- Finweek, (2008): *Focus on Private Public Partnerships*, 29 November. South Africa.
- Forster W. and Bradach, J. (2005): Should Nonprofits Seek Profits? Harvard Business Review. February.
- Friedman, S. (2002): *The State of Civil Society and Social Policy: Setting a Research Agenda. Piliticon*, South African Journal for Political Studies, South Africa.
- George, B; Sims, P; McLean, A.N; Mayer, D.F. (2007). *Discovering Four Authentic Leadership*: Harvard Business Review.
- Gerencser, M; Napolitano, F. and Van Lee, R. (2007): *The Mega Community Manifesto: Public, private, and civil leaders' challenges*. Global Perspectives publication, Report No. 06208.
- Gillingham, A. (2008): Business Day. *Monday, September 1*. South Africa.
- Gilliom, H and Mbenga, B. (2007): New History of South Africa. Tafelberg Publishers, Cape Town.
- Goleman, D. (1998): *Emotional Intelligence: What Makes a Leader?* Harvard Business Review, November- December,
- Greenfield, F. (2006): *Putting it all Together*. The Weekend Witness Issues, September.
- Hirsch, A. (2005): Season of Hope: Economic Reform under Mandela and Mbeki. University of KwaZulu-Natal Press and International Development Research Centre.
- Imai, M. (1986): Kaizen. The to Japan's competitive success. Random House Business Division. New York.
- Isandla Institute (2000): *Towards an NDA Development Approach: Discussion Document for Strategic Review and Planning Workshop*, 15-16 April, Johannesburg.
- Khoza, R.J. (2005): Let Africa Lead: African Transformational Leadership for the 21<sup>st</sup> Century Business. Wezabantu Publishing (Pty) Ltd, Sunninghill, South Africa.
- Kleiner, A. and Roth, G. (2000): Oil Change: Perspectives on Corporate Transformation. Oxford University Press, New York.

Keogelenberg, R. (1993): Transition and Transformation: a challenge to the Church. Report on the 2<sup>nd</sup> Church and Development Conference. Ecumenical Foundation of Southern Africa (EFSA). Stellenbosch, South Africa.

Korten, D.C. (1990): Getting to the 21<sup>st</sup> century: voluntary action and the global agenda. Kumarian Press. Inc., USA.

Kvale, S. (1996): Interviews: an Introduction to Qualitative Research Interviewing. Sage Publication: Inc. UK.

Landsberg, C. (2004): Quiet Diplomacy of Liberation. Jacana Media (Pty) Ltd., Johannesburg.

Lessem, R. and Nussbum, B. (1996): Sawubona Africa; Embracing four worlds in South African Management. Zebra Press, Sandton.

Lewin, R. and Regine, B. (2000): Weaving Complexity and Business: Engaging the Soul at Work. London. Texere.

Le Pere, G. (2008): *Government and Civil Society can engage again*. Business Day, 6 March. South Africa.

Madi, PM (2000): Leadership Lessons from Emperor Shaka Zulu the Great. Knowledge Resources, Randburg.

Mathie, A. and Cunningham, G. (2003): Who is Driving Development? Reflections on Transformative Potential of Asset-Based Community Development. Coady International Institute, Canada.

Manuel, T. (2004): Speech on 23 August 2004, South Africa.

Max-Neef, M. (1991): Human Scale Development: conception, application and further reflections. Thomas Nelson, Inc., Tennessee, USA.

Maxwell, JC (1998): The 21 Irrefutable Laws of Leadership. Thomas Nelson Inc., Tennessee, USA.

- Mbeki, Z. (2005): *The State has failed the poor*. The Sunday Times, 11 December
- Meyer, T. and Boninelli, I. (2004): Conversations in Leadership: South African Perspectives. Knowledge Resources Pty Ltd, Randburg, South Africa.
- Mthembu, D. (2007): Team Coaching: Knowledge Resources (Pty) Ltd, Randburg, South Africa.
- Nemeroff, T. (2008): *Generating the Power for Development through Sustained Dialogue: An experience from Rural South Africa*. Vol 6; No.2, 213-232.
- Netshitenzhe, J. and Chikane, F. (2006): A Nation in the Making. Policy Coordination and Advisory Services, Pretoria.
- National Development Agency (2002): *Parliamentary Submission to the Department of Trade and Industry Portfolio Committee Hearings*.
- Oelofse, C. (2002): Sustainable Development: Theoretical and Conceptual Issues. Local Agenda 21 Training Manual. University of Natal. Durban.
- Oelofse, C. and James, N. (2002): Sustainability Indicators. Local Agenda 21 Training Manual. University of Natal. Durban.
- Rees, W.E. (1995). *Economic Development and Environmental Protection: An Ecological Economic Perspective*. ICLEI.
- Reichheld, F.F. (2001): Lead for Loyalty. Harvard Business Review, July-August, 2001, pp 76-84.
- Rein, M; Scott, L; Yambayamba, K; Hardman, S. and Reid, S. (2005): Working Together: A Critical Analysis of Cross-Sector Partnerships in Southern Africa. University of Cambridge, United Kingdom.
- Rowlands, B. (2005): “ Grounded in Practice Using Interpretive Research to Build Theory”. *The Electronic Journal of Business Research Methodology*. Volume 3. Issue 1, pp81-92.
- Schapera, I. (1937): The Bantu Speaking Tribes of South Africa: an Ethnographical Survey. Routledge and Kegan Paul Ltd. London.

- Schon, D.A. (1983): The Reflective Practitioner: How Professionals Think in Action. Temple Smith, London.
- Senge, P.M. (1990): The Fifth Discipline: the art and practice of the learning organisation. Doubleday Currency, New York.
- Senge, P.M; Roberts, C; Ross, R; Smith, R. and Kleiner, A. (1994): The Fifth Discipline Field Book. Doubleday Currency, New York.
- Stacey, R.D. (2003): Strategic Management and Organisational dynamics: the challenge of complexity. Prentice-Hall, England.
- South Africa (Republic), (1996): *Constitution of the Republic of South Africa*, Act 108 of 1996. Government Printers, Pretoria.
- Swilling, M. and Russell, B. (2002): The Size and Scope of the Non-Profit Sector in South Africa. Co-published by Graduate School of Public and Development Management, University of the Witwatersrand-Johannesburg and Centre for Civil Society, University of KwaZulu- Natal.
- The Global Coaching Partnership Survey* (2004). The Success Group, United Kingdom.
- The Presidency.(2006): *Accelerated and Shared Growth Initiative for South Africa*. South African Government.
- Tuckman, B. (1965): Forming- storming- norming and performing categories. Model of group development Wikipedia , the free encyclopedia.
- United Nations Development Programme (2003): South African Human Development: The Challenge of Sustainable Development in South Africa - unlocking People's Creativity. Oxford University Press, Oxford.
- Wheatley, M.J. (1999): Leadership and the New Science: Discovering order in a chaotic world. Brierret-Koehler Publishers, USA.
- Williams, M. (2005): Leadership for Leaders. Thorogood Publishing Limited. London. UK
- Whittaker, B. (2007): Partnerships key to progress. Sunday Times- Business Times, February, 04

Van der Merwe, L; Chermack, T.J; Kulikowich, J. and Yang, B. (2007): Strategic Conversation Quality and Engagement: Assessment of a New Measure. International Journal of Training and Development.

## **LIST OF TABLES**

**Table: 8.1 How Companies and NGOs Find Common Ground (HBR, February 2007)**

CONVERGENCE AREA	EXAMPLES	CHALLENGES and INNOVATIONS	
Pooling knowledge, competencies, and relationships to build new operating standards and co-regulatory schemes for - impact - value for money (ROI) - sustainability - empowerment - skills transfer	<ul style="list-style-type: none"> <li>• The Apparel Industry Partnership</li> <li>• The Forest Stewardship Council</li> <li>• The Marine Stewardship Council</li> <li>• The Kimberly Process</li> </ul>	CORPORATE	NGO
		THE CHALLENGE	
		To move from adhering to individual company standards to compliance with industry-wide standards	To move from spearheading antibusiness campaigns to creating, promoting and jointly administering standards
		INNOVATION RESPONSES	
Companies are: <ul style="list-style-type: none"> <li>• Defining standards through negotiations with NGOs</li> <li>• Building the ability to participate in global and local NGO networks, forums, boards, etc..</li> </ul>	NGO <ul style="list-style-type: none"> <li>• Defining standards through negotiations with NGOs</li> <li>• Learning to understand microlevel industry operations in, for example, forestry, fishing and mining.</li> </ul>		
Leverage each other's credibility and	<ul style="list-style-type: none"> <li>• Companies have set up</li> </ul>	THE CHALLENGE	



CONVERGENCE AREA	EXAMPLES	CHALLENGES and INNOVATIONS	
networks to create access to markets and brand value - collaborate - synergy	cause-related marketing as a new area of specialisation • In 2005, companies spent \$1 billion in North America on cause-related marketing	To redefine NGOs as consumer clusters that require special messages and management	To professionalise brand management
		INNOVATION RESPONSES	
		Companies are: <ul style="list-style-type: none"> <li>• Adopting NGOs' marketing approached, such as viral marketing</li> <li>• Delivering on special brand promises.</li> <li>• Shifting from reactive to a proactive approach to social sector communications.</li> </ul>	NGOs <ul style="list-style-type: none"> <li>• Co-branding campaigns with companies.</li> <li>• Marketing themselves to corporate partners' customers and employees instead of making appeals to the public.</li> <li>• Facing stricter fiscal controls to separate economic decisions from policy decisions.</li> </ul>
Creating professional development norms and management roles to facilitate coordination between the two sectors - governance	• Rather two distinct camps and career paths, companies and NGOs recruit staff from each other	THE CHALLENGE	
		To integrate CSR into business decision making.	To cooperate with companies in some forums and disagree in others.
		INNOVATION RESPONSES	

CONVERGENCE AREA	EXAMPLES	CHALLENGES and INNOVATIONS	
<ul style="list-style-type: none"> <li>- accountability</li> <li>- Monitoring and Evaluation</li> <li>- Assessments</li> <li>- Quality Assurance</li> <li>- MOU and Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• The two sectors use common service industry-the same marketing or law firm, for instance.</li> <li>• A plethora of bisector training forums, including social sector MBA programmes are born.</li> </ul>	<p>Companies are:</p> <ul style="list-style-type: none"> <li>• Aligning strategies for building material assets and reputations.</li> <li>• Integrating social and financial reporting.</li> <li>• Managing cooperation with NGOs in cause-related marketing and public-policy forums</li> <li>• Encouraging managers to sit on NGO boards and granting leave of absence to managers doing social sector work.</li> </ul>	<p>NGO</p> <ul style="list-style-type: none"> <li>• Creating organisations that seek common ground on policy issues, and facilitate partnerships, with companies.</li> <li>• Integrating activist and business management mentalities into the organisation.</li> <li>• Establishing new professional norms related to nondisclosure of sensitive corporate information.</li> </ul>

## APPENDICES

### 9.1. QUESTIONNAIRE

#### (a) Biographical Information

	Name and Surname	
	Position and Roles	
	Organisation	
	Years of service	
	Years of experience	
	Qualification	
	Size of staff	
	No. of stakeholders: directly and indirectly	

#### (b) QUESTIONS

1. What are the qualities critical for sustainable partnerships?

---

---

---

---

2. What role does the leadership play to sustain partnerships and to gain more value in the relationship?

---



---



---



---

3. What kind of support is required to enhance organisational sustainability in a multi-stakeholder relationship environment?

---



---



---



---

4. To create long-lasting and sustained partnerships the following issues are of critical importance. Rate them in terms of importance:

Key: 1=Not Important.2=Important 3= Very important

Ratings:

1. 3-5years financial commitment	
2. Strong asset base	
3. Mutual trust and respect	
4. Open and objective dialogue	
5. Cooperative accountability	
6. Visionary leadership	

5. Mention three behavioural qualities of a leader that are required to sustain long-lasting partnerships.

---

---

---

---

6. Are there any risks and limitations on partnerships faced by civil society organisations from your own experience?

---

---

---

---

7. Briefly discuss three values or principles that are important for leadership to sustain partnerships.

---

---

---

---

8. Are there any legal frameworks that create difficulty for your organisational sustainability?

---

---

---

---

---

10. What could be done differently to encourage and promote strong beneficiary partnerships between government, business and civil society?

---

---

---

---

---

---

## 9.2. PERSONAL AND ORGANISATIONAL LEADERSHIP

In the space below, write the name(s) of a person/people who made a contribution to your **development**.

1. Name the qualities and attributes you admire of your mentor.

---

---

---

2. Tick what you have learnt from these people.

	Understanding how <b>management and leadership</b> work in diverse circumstances
	<b>Ethical/Moral</b> development – what is right and what is wrong
	<b>Technical</b> competence – how to do the job
	<b>Personal</b> growth – understanding myself
	How to behave in <b>social</b> situations – do's and don'ts of social interaction.
	Understanding the <b>world</b> around you - seeing the bigger picture
	Understanding <b>how to get things done</b> in your organisation – power relations
	Understanding and <b>valuing different people</b> and their <b>viewpoints</b>
	Anything life-changing you have learned from <b>someone</b> you <b>admire</b> ?

**LEADING IN A COMPETITIVE AND DYNAMIC THE 21<sup>ST</sup> CENTURY**

N.B Think about **Batho Pele Principles**, the **Constitution and its principles**, your **Organisational Value Statement** and the **Heartline Project- 8 values**, one conversation and one nation.

3. List five values and three principles that are the foundation of your personal leadership views.

<b>Values</b>	<b>Principles</b>


### LEADERSHIP IN A GLOBAL CONTEXT

The wellbeing of the organisation is largely determined by the wellbeing of the individuals. Today's leaders cannot survive through position and power only, but influence and relationship are important. The expectations of the employees have shifted to include more devolution of power and decision-making, multi-stakeholder management and accountability, flexi-time and space for greater creativity and innovation.

4. What are the determining factors for the best performing organisations that retain long-term partnerships?

---

---

---

- 5 List three important attributes critical for your organisation to become competitive and effective.

---

---



In conclusion, leadership in the current century is about strategic **thinking**, strategic **conversation**, strategic **synthesis** and **alignment**, strategic **relationships**, strategic **execution** and strategic **accountability**. Today's leaders face an ever-changing environment with the following:

- Globalisation,
- Complexity,
- Mobility,
- Right-based culture,
- Transformation and Change, and
- Governance and Ethics

This kind of environment requires individuals who are able to accept a greater level of responsibility for personal decision-making and respond to unplanned events and unpredictable opportunities. They should therefore be **competent**, **confident** and **focused**.

### **9.3. Responsible Thought Leaders and Practitioners interviewed:**

Mr Griffiths Zabala

Mr Ishmael Mkhabela

Mrs Sibingile Mkhabela

Mr Aaron Mokabane

Mr Dave Wilcox

Prof Louis Van der Merwe

Mr Sifiso Hadebe

Dr Ntokozo Mthembu  
 Mr Dumisane Malwane  
 Mr Dumisane Tmbe  
 Dr David Hendry  
 Ms Bridget Masango  
 Mr Colin Hall  
 Mr Percy Mkhosi  
 Mr Coen Nolte

**9.4. South African Government Sample of Major Projects**

**South African Government Sample of Major Projects.**

<b><u>Spatial Development Programme</u></b>	<b><u>Infrastructural Programme</u></b>	<b><u>Agriculture and Tourism</u></b>	<b><u>Social Enterprise Development Prog.</u></b>
1. Six Nodal Development Prog.	1. Municipal Infrastructure Grant	1. Comprehensive Agricultural Support Prog.	1. Business Trust
2. Urban Renewal Programme	2. Expanded Public Works Programme	2. Land Care Programme	2. Community development Workers Programme

3. Integrated Sustainable Rural Dev Programme	3. SMMEs and Labour Intensive construction	4. Land Redistribution for Agricultural Development Prog.	3. Early Childhood Development Programme
	4. Electrification Programme	5. Household Food Production, Food Security and Starter Packs Prog.	4. Home Community- based Development Programme
	5. Water and Sanitation Programme	6. Irrigation Rehabilitation and Development Prog.	5. National School Nutrition Programme
	6. Gautrain		6. Poverty Alleviation Programme

**9.5. The Emerging Leadership Model (Kleiner and Roth, 2000)**

