

International Conference on Integral Green Economy

13 – 14 September 2018



The Case of AFlead as an enabling Integral Socio-Economic
Enterprise and Integral Developmental Institution

Poljcane, Slovenia
Emil Nothnagel – South Africa



AGENDA



1. Socio-Political World: Journey with Nelson Mandela
2. Socio-Western World: Implementing “his” vision –
Sustainable Economic Reconciliation
3. How do we Reconcile this?

RELATIONSHIP WITH NELSON MANDELA



- Part of Madiba's team during CODESA negotiations
- Writing of speeches during his Term of Office as President of the Republic of South Africa
- Choice of deployment
 - Local Government
- Taking Madiba's vision forward towards **Economic Reconciliation**

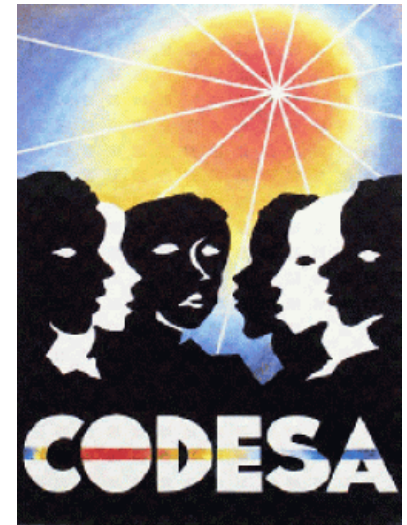


CONVENTION FOR A DEMOCRATIC SOUTH AFRICA (CODESA)



CODESA OBJECTIVE – NEGOTIATIONS TO:

- End to the Apartheid Regime
- Release of Nelson Mandela and some other political prisoners from Robben Island prison
- Establishment of a Government of National Unity
- Establishment of a Transitional Local Government - *SA party of their choice*

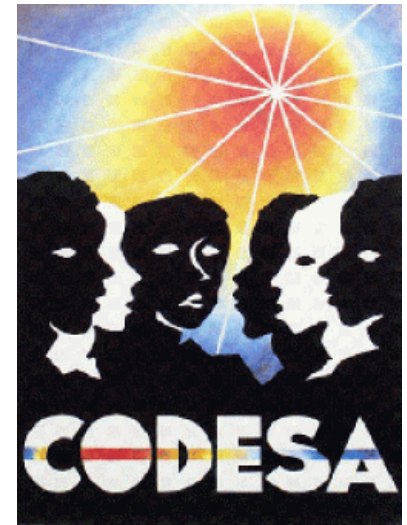


CONVENTION FOR A DEMOCRATIC SOUTH AFRICA (CODESA)



CODESA negotiations began on 20th December 1991 at the World Trade Centre in Kempton Park, Johannesburg and the country entered the first significant transitional steps towards a democratic South Africa.

The talks continued until 1993, one year before the country's first democratic election where all South Africans had a right to cast votes for a party of their choice.



GOVERNMENT ECONOMIC DEVELOPMENT MANDATE



Constitution (RSA, 1996). mandated local governments to pursue ‘economic and social development’

This concept was taken significantly further in 1998 when the *White Paper on Local Government* was released.

The White Paper introduces the concept of “**developmental local government**”, defined as:

“Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and to improve the quality of their lives”.

GOVERNMENT ECONOMIC DEVELOPMENT MANDATE



- SA is failing in delivering this mandate
- AFlead developed unique Local Economic Development product offering... today recognised as the “preferred LED methodology in South Africa”

Amongst others:

- ✓ Maturity Assessment – *(Diagnostic tool)*
- ✓ Participatory Appraisal of Collaborative Advantage – *(Sectoral orientation)*
- ✓ Collabronomics – *(Underlying philosophy)*
- ✓ Partnerships – *(Institutional form)*



How do we
ensure economic
reconciliation - integrality?

LED Maturity Assessment



A benchmarking assessment indicating the readiness of

- the public
- private sectors
- and civil societies governance structures

to facilitate LED in their area.

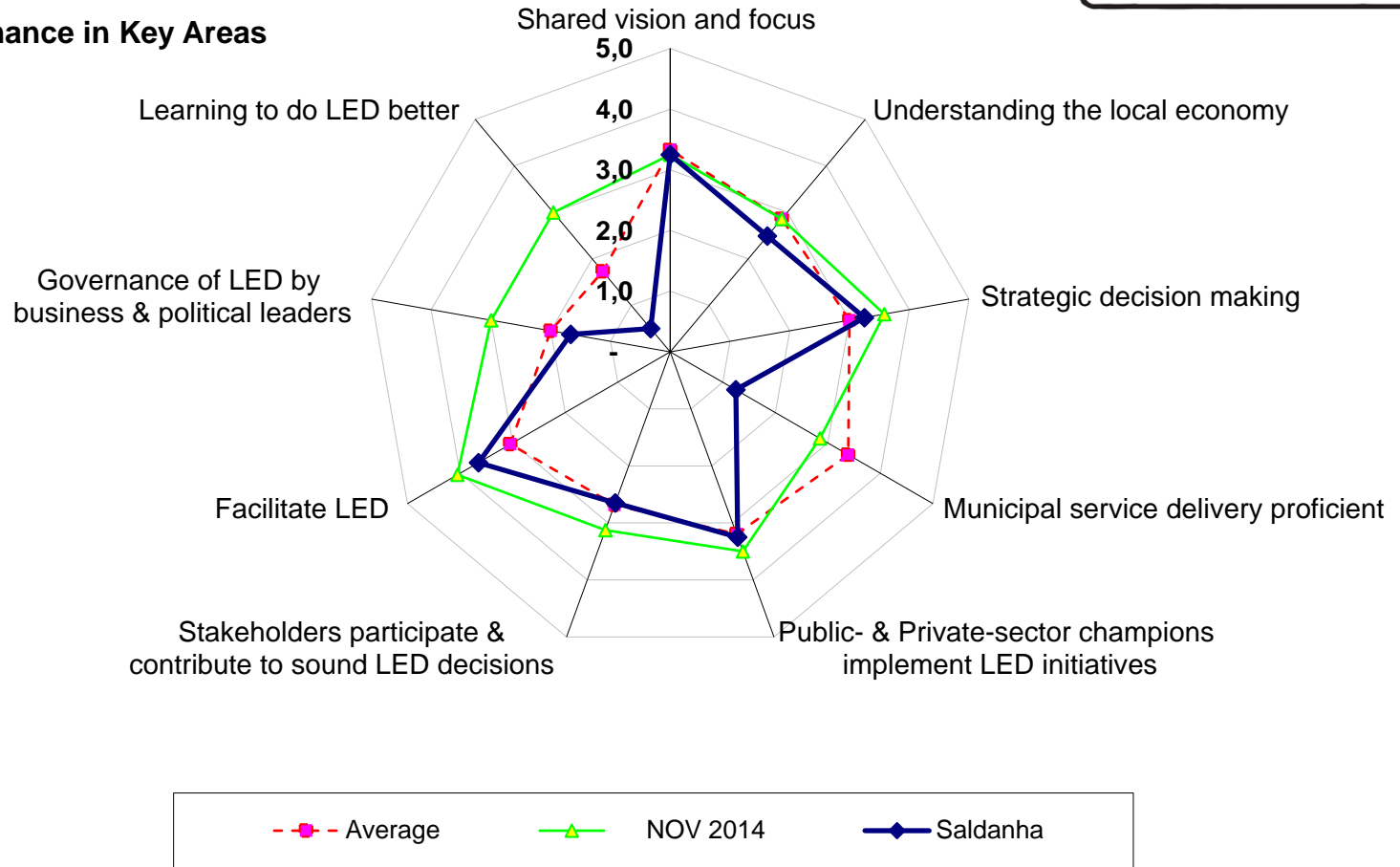
When repeated annually, the progress to “LED Excellence” can be measured.

This assessment will identify the **“best practice and bottlenecks”** in a particular location

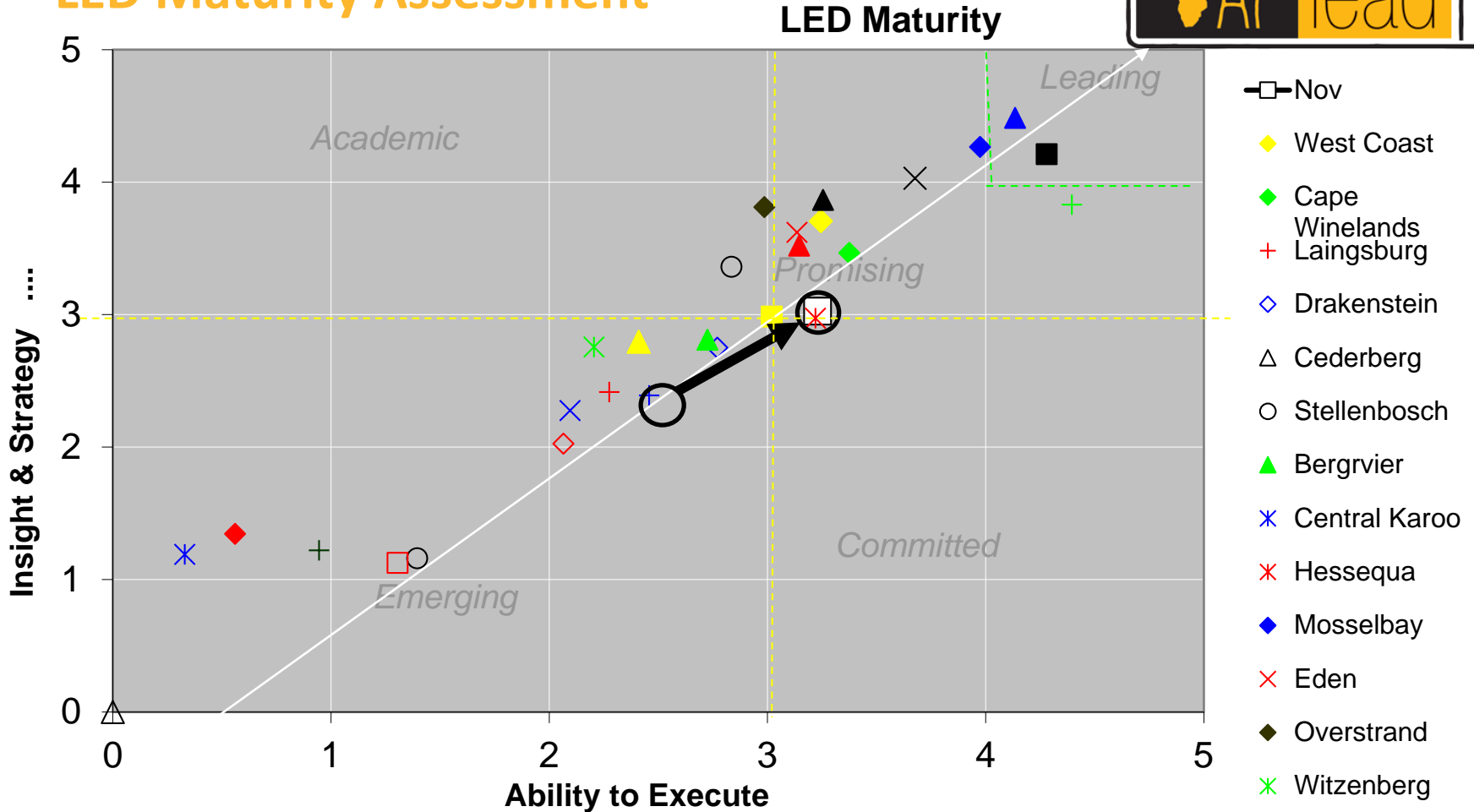
LED Maturity Assessment



Performance in Key Areas



LED Maturity Assessment



	Municipality	Theewaterskloof	FEB 2014	George	Bergvler	Saldanha	Matzikama	Cape Agulhas	Oversand	Overberg	Kannaland	Stellenbosch	Hessequa	Mosselbay	Eden	Bitou	Kynsna	Bree de Valley	Witzeberg	Cape Winelands	Drakenstein	Oudtshoorn	Langenberg	Laingsburg	Beaufort West	Central Karoo	
	Insight and Strategy	100%	4.2	1.1	3.7	2.1	2.8	3.8	2.3	3.2	0.6	0.9	3.6	2.6	3.9	3.4	2.5	3.2	3.7	2.3	3.6	3.7	3.7	1.7	2.6	0.8	1.3
	Shared vision and focus	10%	4.3	1.8	4.0	2.8	3.5	4.5	3.5	3.5	1.3	1.5	4.3	3.3	4.3	3.3	2.3	3.0	4.0	3.0	4.3	4.5	4.3	2.3	3.8	1.0	2.0
1	Social context: Status and trends understood	5%	4.5	2.5	4	3.5	3.5	5	4	4	1.5	2.5	5	3	4.5	3	2.5	3	4.5	3.5	5	5	4	3.5	4	1	2
2	LED focus	5%	4	1	4	2	3.5	4	3	3	1	0.5	3.5	3.5	4	3.5	2	3	3.5	2.5	3.5	4	4.5	1	3.5	1	2
	Understanding the local economy	60%	4.1	1.0	3.5	1.9	3.0	3.5	1.9	3.3	0.8	0.9	3.5	2.8	3.9	3.4	2.4	3.2	3.6	2.4	3.7	3.5	3.8	1.6	2.3	0.8	0.9
3	A good place for business	5%	4	2	3.5	1	2	5	2	4	1	1	5	3.5	4.5	4	3	3	5	3.5	5	5	4	1.5	2.5	1	2
4	Competitiveness of key sectors	10%	4.5	0.5	3	2	2	4	2	3	1	0	4	2.5	4	3	2	3	3.5	2.5	4	4	4.5	0.5	2.5	0.5	0.5
5	Key local markets	8%	4	1	4	1.5	1.5	1.5	2	2	1	1	1.5	2.5	3.5	4	2.5	3.5	1	1.5	1.5	1.5	2.5	1.5	2	0	1.5
6	Business environment	5%	4	1	3.5	2	2.5	3.5	2.5	3	0.5	1.5	4	2.5	4	3	2	3	4.5	2.5	3.5	4	3	1.5	1.5	0.5	1
7	Inter-firm effort to improve and cooperate	5%	4	0.5	3.5	3.5	4.5	4	1.5	2	1	0.5	4	2	3.5	3	1.5	2.5	3.5	4	5	3.5	4	2.5	2	2	0.5
8	Competitive location for key sectors / clusters	5%	4	2	3.5	2	4	4	0.5	4.5	0.5	2	4	3	4	3	3	3	4	4	2	4	4	1.5	1	1	1.5
9	Economic, political & regul.framework conditions	2%	4.5	1	3	1	4	4	2	3.5	1	0.5	1	3.5	3.5	2.5	3	2	3.5	2	1	2.5	4.5	1	2	1	1.5
10	Development orientation of local society	5%	4	1.5	3.5	2	3.5	4	2.5	2.5	0.5	1.5	3	2.5	3.5	3	2.5	3	4.5	2	3	3.5	3.5	1.5	2.5	0	1
11	Good place to live	5%	4	1	3.5	0.5	3	3	1	4.5	0.5	1	4.5	3	4	3	2.5	4	4.5	1	4.5	4.5	4	2	2	0	0.5
12	Good place for poor to access economic opportunity	5%	3.5	0	3.5	1	3.5	3	0.5	4.5	0.5	0.5	2.5	3	4	4	2.5	4	2	2	5	2.5	4	1	3	0	0
13	Good for the environment	5%	4.5	0.5	4	4	4.5	3.5	4	4.5	1	0.5	4	4	4	4	2.5	3	5	2	5	4	4	4	3.5	4	0.5
	Strategic decision making	30%	4.4	1.3	4.0	2.4	2.3	4.3	2.6	2.7	0.0	0.9	3.6	2.1	3.8	3.7	2.8	3.3	3.9	1.9	3.4	3.8	3.4	1.8	2.8	0.8	1.9
14	Reliable planning process / methodology	10%	4	1.5	4.5	2	2.5	3.5	2.5	2.5	0	1.5	3	2	4.5	4	3	3.5	4	1.5	4	3	3	1.5	2.5	1.5	2
15	Smart selection of interventions	10%	5	1	4	2.5	1.5	4.5	2.5	2	0	0.5	3.5	2	3.5	3.5	3	3	3.5	1	2	4	4	1	2.5	0.5	2
16	Alignment to leverage support, power and resources	5%	4	1	3.5	2	3.5	5	3	4	0	0	4.5	2.5	3	4	2	3	4.5	3.5	4.5	4.5	3	4	3.5	0.5	2
17	Follow-through to implementation	5%	4.5	1.5	3.5	3.5	2	4.5	2.5	3	0	1.5	4	2	4	3	3	4	4	3	4	4.5	3.5	2	3.5	0.5	1.5
	Ability to Execute	100%	4.1	1.3	3.2	2.2	2.5	3.3	2.8	2.2	0.2	0.8	2.7	2.3	4.0	3.5	2.9	2.8	3.4	2.7	2.7	2.8	2.8	2.0	2.2	0.7	0.9
	Municipal service delivery proficient	20%	3.5	2.5	3.5	4.3	2.5	3.5	2.3	5.0	0.0	0.3	2.5	4.5	5.0	4.5	3.5	4.0	2.3	4.0	4.0	3.5	2.5	3.5	3.5	2.5	0.8
18	Utilisation of municipal resources	10%	4	1	2	4.5	2.5	3	0.5	5	0	0.5	2	4	5	4	2	5	2	4	4	2	4	2	2	0	1
19	Municipal ability to execute	10%	3	4	5	4	2.5	4	4	5	0	0	3	5	5	5	5	3	2.5	4	4	5	1	5	5	5	0.5
	Public- & Private-sector champions implement LED initiatives	20%	4.5	1.6	3.3	2.0	2.5	4.1	3.8	1.5	0.0	1.8	4.4	1.0	3.8	4.3	3.8	3.0	4.3	2.4	2.3	3.5	2.1	2.3	2.3	0.9	1.5
20	LED results to date	5%	5	1.5	3	2	2.5	3	4	2	0	1.5	4	1	4	5	4	3	4	3	2	4	1.5	2	2	2	1.5
21	Process of LED initiative implementation	5%	4	1.5	3	2	2	4	3	0	0	1.5	4.5	2	4	4	3.5	3	4.5	2.5	2.5	4	3	2	2.5	1	2
22	Organisation of capacity to implement LED initiatives	5%	4.5	1	3	2	2.5	4.5	4	0	0	1.5	5	1	4	5	3.5	3	4.5	1.5	1.5	4	2	1.5	1.5	0.5	2
23	Leveraging more resources for LED implementation	5%	4.5	2.5	4	2	3	5	4	4	0	2.5	4	0	3	3	4	3	4	2.5	3	2	2	3.5	3	0	0.5
	Stakeholders participate & contribute to sound LED decisions	20%	3.7	0.5	3.3	2.0	2.9	3.8	2.5	1.4	0.2	0.3	2.2	1.7	3.5	3.4	2.5	2.4	4.9	2.3	2.7	3.2	3.0	1.4	2.0	0.0	0.5
24	Results achieved from stakeholder participation to date	7%	3	0	3.5	2	3	4	3	1.5	0	0.5	1.5	1	3	3	3	2	5	2	2.5	4	2.5	1.5	2	0	0.5
25	Processes of stakeholder contribution to LED decision making	7%	4	0	3	2	3	3.5	2.5	1.5	0	0	2.5	2.5	4	4	2	3	5	2.5	3	3	3.5	1.5	2.5	0	0.5
26	Organisation of stakeholder contribution to LED decision making	6%	4	1.5	3.5	2	2.5	4	2	1	0.5	0.5	2.5	1.5	3.5	3	2.5	2	4.5	2.5	2.5	2.5	3	1	1.5	0	0.5
	Facilitate LED	20%	4.3	2.0	3.1	2.0	3.0	3.9	3.0	2.2	0.5	1.7	3.1	2.0	3.8	2.8	2.5	2.7	3.4	2.8	3.4	2.7	2.8	2.0	2.3	0.1	1.3
27	LED facilitation results (calculated from other)	5%	4.2	1.3	3.3	2.0	2.6	4.2	3.1	1.3	0.1	1.2	3.7	1.4	3.7	3.8	3.1	2.8	4.5	2.3	2.5	3.1	2.7	1.9	2.2	0.3	1.1
27	LED facilitation process	5%	4.5	2	4	2	2.5	4.5	3.5	2	1.5	1.5	4	2.5	4	3	2.5	3	4.5	2.5	4	4	3	2.5	3	0	2
28	Organisation of capacity to facilitate LED	5%	4.5	2	2	2	3	4	3	2	0.5	1.5	2.5	2	3.5	2.5	2	2	2.5	2.5	2	2.5	3.5	2	2	0	1
29	What resources are available for LED facilitation	5%	4	2.5	3	2	4	3	2.5	3.5	0	2.5	2	2	4	2	2.5	3	2	4	5	1	2	1.5	2	0	1
	Governance of LED by business & political leaders	20%	4.5	0.0	2.6	0.6	1.5	0.9	2.5	1.1	0.1	0.0	1.6	2.5	4.0	2.5	2.4	2.0	2.5	2.0	1.4	1.4	3.8	0.9	1.0	0.0	0.6
32	Results of LED governance	5%	4	0	2	0.5	2	1	2.5	1	0	0	2.5	3	4	2	2.5	2	3	2.5	2	1	3.63	1.5	1	0	0
31	Process of LED Governance	5%	5	0	2.5	1	2.5	1	3.5	2	0	0	2.5	2	4	2	2.5	1	3	2.5	1	2	4	0.5	1	0	1
30	Organisation of LED Governance Capacity	5%	5	0	3	0.5	1	1	3	1	0	0	1	2	4	3	2.5	1	3.5	2.5	2	2	3.5	1	1	0	1
33	Learning to do LED better	5%	4	0	3	0.5	0.5	0.5	1	0.5	0.5	0	0.5	3	4	3	2	4	0.5	0.5	0.5	0.5	4	0.5	1	0	0.5

Participatory Appraisal of Collaborative Advantage *(PACA) process*



- PACA is a process which unpacks all relevant economic sectors in the local area of jurisdiction, through the participation of the key stakeholders of the public and private sector and civil society, in an intensive process. This allows identification, per sector, of sustainable LED initiatives which can be implemented and managed by local champions from the private sector with associated funders.
- The PACA process is necessary for rapid but rigorous evaluation of the local economy, the identification of potential economic opportunities and the formulation of an overall economic development framework and strategy involving local stakeholders



COLLABRONOMICS – A NEW ECONOMIC APPROACH FOR THE INTEGRAL SOCIO-ECONOMIC RESEARCH

The Collabronomics Model's institutional ecology...

... mirrors the Schieffer et al's (2014) Integral Four World Model. According to Prof Ronnie Lessem in *Community Activation for Integral Development* (2017), **community activation is core to integral development and should strive to align with awakening consciousness, institutionalized research and embodied development.**

Figure 1 embodies my activated community as outlined previously, and sets the CARE world paths of relational (southern), renewal (eastern) and realisation (north-western).



COLLABRONOMICS – A NEW ECONOMIC APPROACH FOR THE INTEGRAL SOCIO-ECONOMIC RESEARCH

We have created a new Economic Approach/Integral Framework for Transformation on the African Continent as there are so many disparate products with little or no effect... we have introduced a transformative framework, a holistic blue print for *real integral transformation for the African continent*

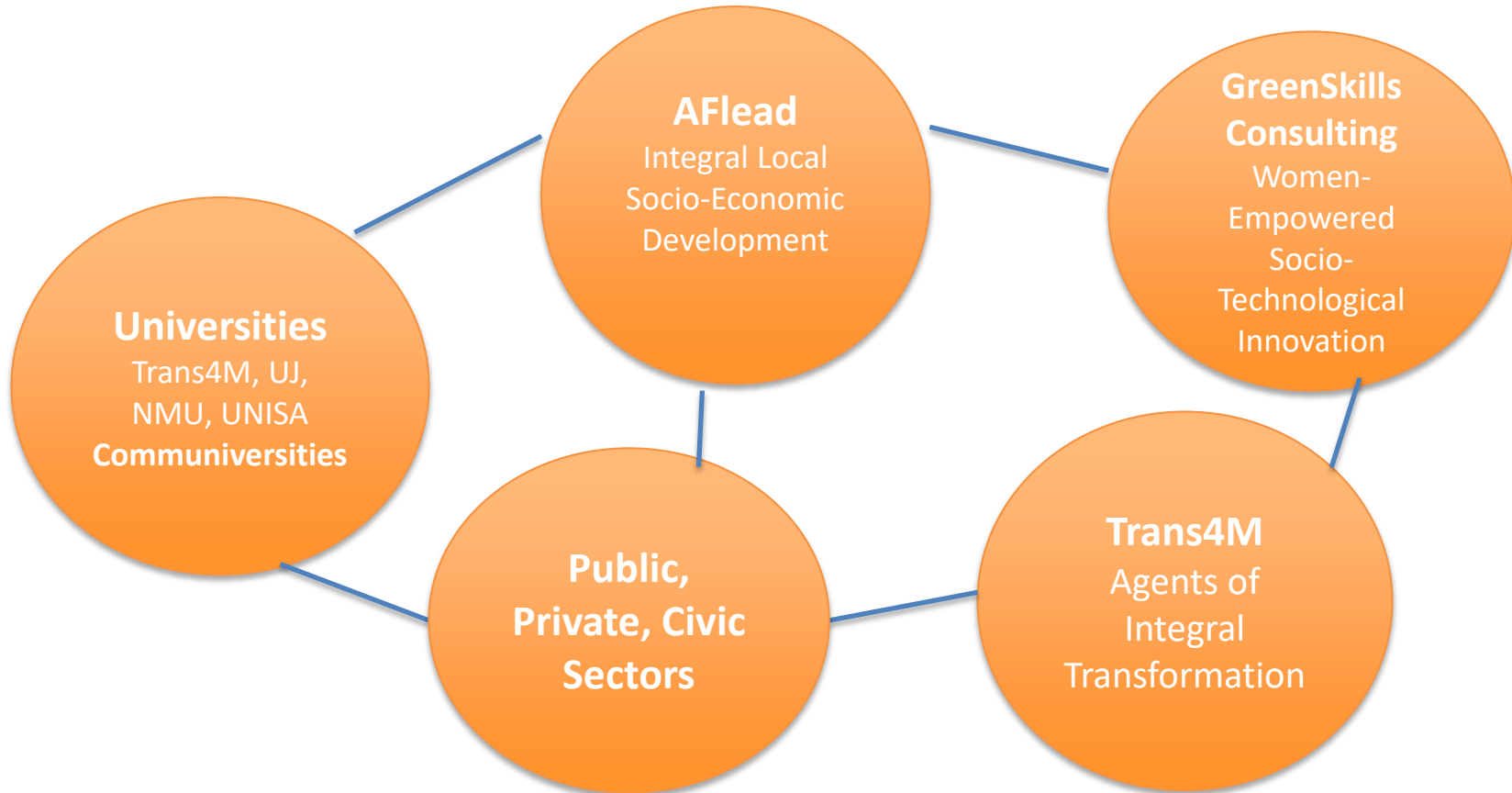
...to use our product offerings, experience across public and private sector and civil society as a foundation for our research to innovation and stimulating economic activity in small towns.

“This is the activation and co-creation of a greater/bigger eco-system” on the African Continent.

COLLABRONOMICS ECOSYSTEM



Eco-Network in local South African Government milieu



Partnerships



...a collaboration between municipalities, the private sector and civil society, committed to work together on a project or programmes to pursue common goals and in which the different partners bring complimentary resources which contributes to the design of the programme and shares the risks and benefits (adapted from Stibbe, 2008, p. 4).

Partnerships are the vehicle for expanding the involvement and role of the private sector in LED. Currently, the promotion of partnerships is acknowledged to be a key facet of LED and recognised as such by several donor agencies including the ILO (Christensen and van der Ree, 2008) and UNCDF (Shawa, 2008).

Workshops



Workshops



Workshops





Thank you

Questions

Emil Nothnagel
emil@aflead.org
+27 (0) 82 615 3019