NELS●N M▲NDELA
UNIVERSITY

Towards Building an Adaptive Governance Research
Framework: Key Drivers to enable Transformation in the SEE
(Socio Economic Ecological) Nexus

6 August 2018
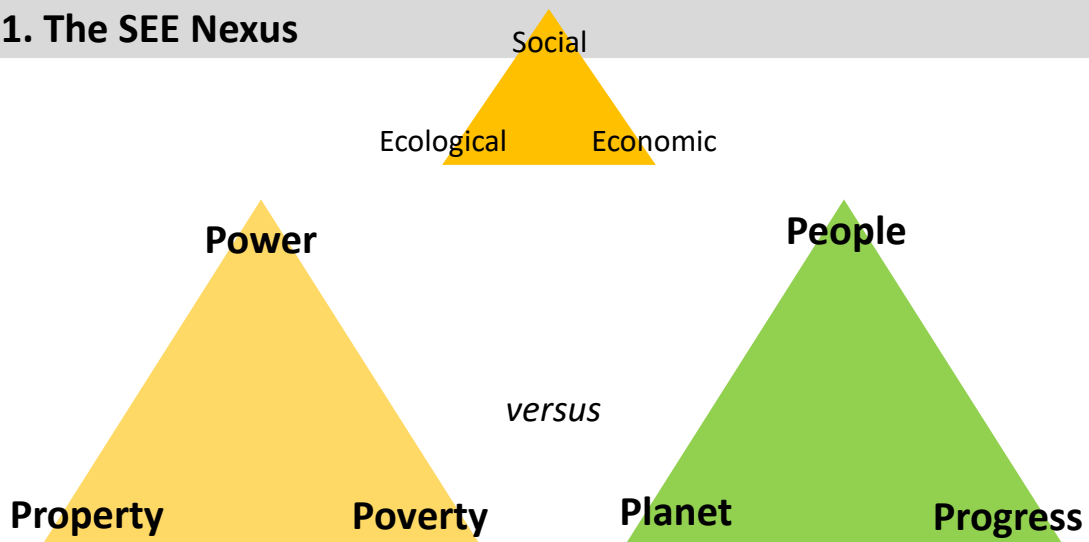
Dr Karin Badenhorst

PhD MBA MSc

Footsteps
Foundation

Recent Research Reports

- IOC Report, Oct 2013 to Mar 2014

  ICT Business Facilitation Study:
  ICT enablement amongst the 5 member states of the Indian Ocean Community

- ADE/AECOM projects, Jun to Nov 2014/Nov 2016 to Feb 2018

  Local Government Financial Management and Governance Capacity Development
  Small towns and large cities, Western Cape and North-West Provinces

- Contributing Author: Shale Gas Impact Study, Sep 2015 to Mar 2017

  Shale Gas Development in the Central Karoo: A Scientific Assessment of the Opportunities and Risks
  Seventeen strategic issue topics

- CDE Study, Nov 2016 to Aug 2017

  Accelerating Private Sector-led Growth at the Local Level:
  Broad Strategies to Guide Inclusive Economic Transformation in Towns and Cities in South Africa
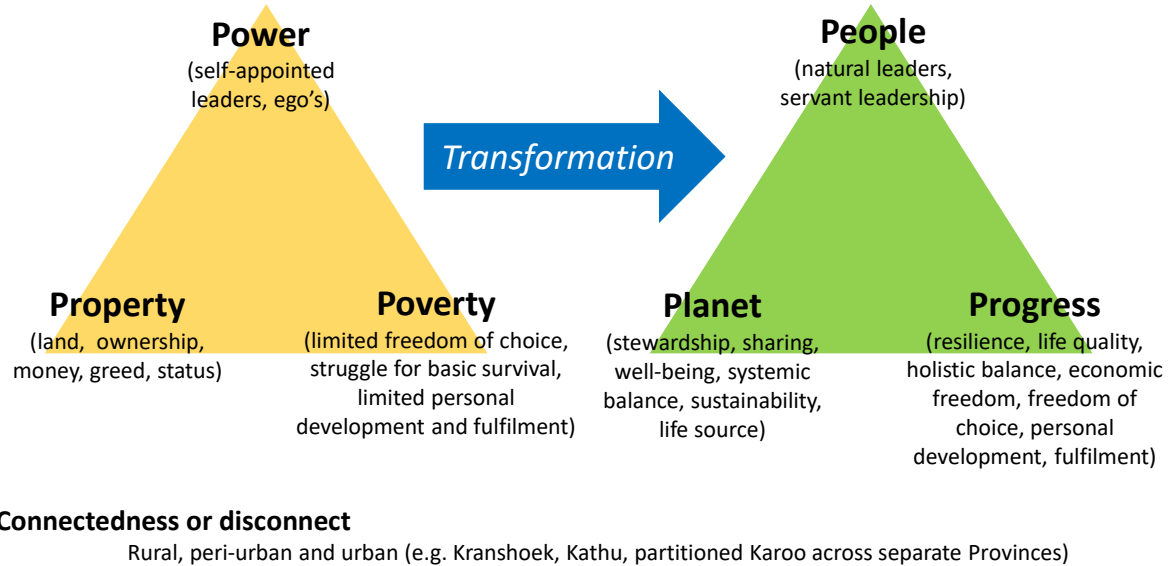
Key sources influencing my work and current thinking

- Urban Land Dialogue series, South African Cities Network, March 2018
- WC RSEP / VPUU programme
- Beijer Institute, Stockholm, on Environment and Development, and the Urban-Rural Divide
- Jacob Kronenberg et al: Economics of Sustainability, "Integrating green infrastructure ecosystem services into real economics"
- "Leverage points for sustainability transformation", David J Abson et al
- "New Path Creation: An evolutionary perspective on the emergence of the wind power industry", Prof James Simmie, Oxford
- "Fostering Scale Up Ecosystems for Regional Economic Growth", Daniel Isenberg et al
- "The Enterprise Ecology of Towns in the Karoo, South Africa", Daan F Toerien
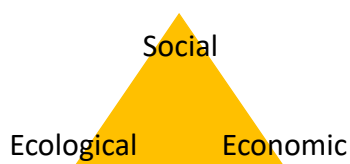- GTAC (Government Technical Advisory Centre) resources

1. The SEE Nexus

Social

Ecological   Economic

Power   **People**

versus

Property   **Poverty**   **Planet**   **Progress**

1. The SEE Nexus

Power
(self-appointed
leaders, ego's)

Transformation

People
(natural leaders,
servant leadership)

Property
(land, ownership,
money, greed, status)

Poverty
(limited freedom of choice,
struggle for basic survival,
limited personal
development and fulfilment)

Planet
(stewardship, sharing,
well-being, systemic
balance, sustainability,
life source)

Progress
(resilience, life quality,
holistic balance, economic
freedom, freedom of
choice, personal
development, fulfilment)

Connectedness or disconnect
Rural, peri-urban and urban (e.g. Kranshoek, Kathu, partitioned Karoo across separate Provinces)

2. New definition of VALUE

Social

Ecological   Economic
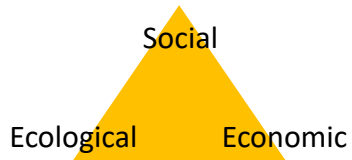
Value destruction, reduction
versus
Value preservation, increase, creation
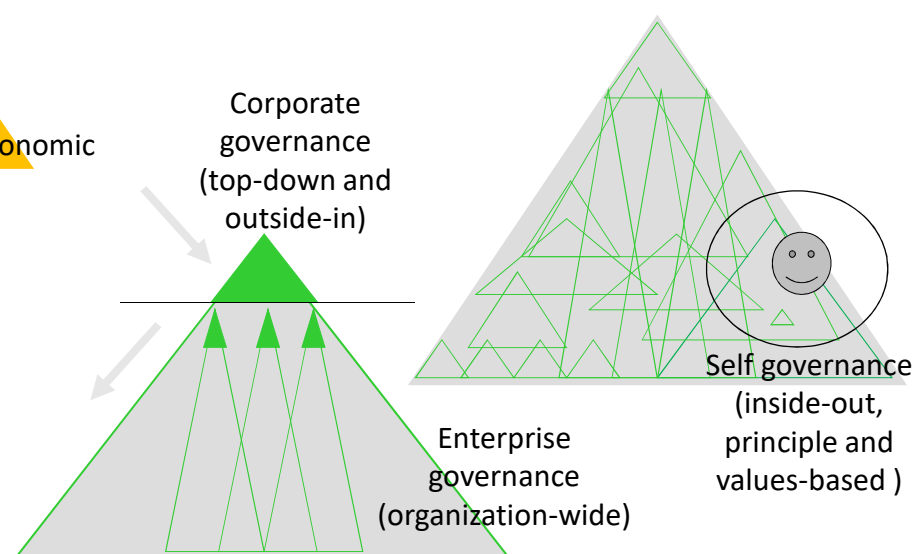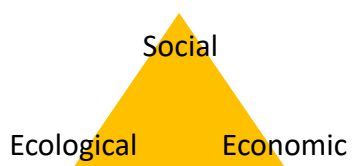
New economic pathways

Sustainable ecological corridors

We must by able to measure the impact that is made and the value that is created by our efforts

3. Types of transformative events

Social

Ecological   Economic

Interventionist destructive	Interventionist constructive
Evolutionary destructive	Evolutionary constructive

4. Governance Transformation

Social

Ecological   Economic

Corporate governance (top-down and outside-in)

Enterprise governance (organization-wide)

Self governance (inside-out, principle and values-based)

GOVERNANCE PROGRESSION / TRANSFORMATION	
Corporate governance What is expected "from outside" Strong control orientation Governance "at the top" = Board	*Traditional* Enforced Institutional regulation Tone at the top
Enterprise governance Governance throughout the institution/enterprise Cultivates leadership in any role	*Relationship with Others* Empathy Communications Skills Sense of Vision
Self governance Governance "from within" Values and principle driven Each and every person	*Relationship with Self* Self-Knowledge Self-Regulation Sense of Mission
Transformative governance Governance adapting to changing circumstances, both responsive and pre-emptive	*Interconnectedness* Complex adaptive systems require innovative adaptive governance