



*“Strategic cooperation and leverage points in relation to shaping CAGE as a Grant Maker and collaboration platform around policy research projects”*

19 December 2005

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## **Table of Contents**

1.0	Background.....	3
1.1	Workshop Objective.....	4
1.2	Workshop Presentation.....	4
1.3	Proposed Values Framework (Service Charter).....	5
1.4	Grantees Contribution to the Workshop.....	7
1.5	Recommendations.....	9

# Conflict and Governance Facility Strategic Co-operation Report

## 1.0 Background

CAGE's Secretariat is contracted by National Treasury and it reports to a Programme Steering Committee which is headed by the Chief Directorate of International Development Co-operation, National Treasury and is further comprised of representatives from the Presidency, the Department of Foreign Affairs and civil society.

The CAGE programme is funded from the 2002 budget of the European Programme for Reconstruction and Development (EPRD), the official development co-operation programme between South Africa and the European Community. The donor reference number for the programme is **SA/73200-02/02 with a project reference number of SA/1011/000.**

The Financing Agreement for CAGE between the South African government and the European Community was signed on 25 June 2003 to run from 1 August 2003 with final date for commitments being 1 August 2007, followed by a six month closure period which will be completed no later than 1 February 2008.

The project has been instituted by South African Government and the European Union to:

- Improve policy analysis as a basis for better informed policy making and implementation.
- Capacity of research institutions strengthened: incentives for joint research between established and emerging institutions, thereby promoting transfer of knowledge and skills.
- Policy debate strengthened. Participation in policy debate is enlarged. Quality of discussions and dialogue enriched.

To facilitate and support the achievement of the CAGE Programme objectives and results areas, a two day workshop with CAGE Secretariat and existing and prospective grant partners took place on the 09 December 2005. The purpose of the workshop was

to identify strategic co-operation and leverage points in relation to shaping CAGE as a Grant Maker and collaboration platform around policy research projects.

## **1.1 Workshop Objective**

To facilitate the realization of strategic co-operation within the CAGE grant network so that an optimum relationship is achieved between the various parties of the network in the furtherance of CAGE's objectives and impact.

### **1.1.1 Workshop Deliverables**

- Facilitated Discussion Session (half-day) with CAGE Secretariat and Grant network.
- Evaluation of discussion outputs in relation to CAGE's objectives and desired impact.
- Report with findings and recommendations to achieve the objectives of the exercise.
- Briefing of CAGE Secretariat in terms of realization of report findings with a tie-in to CAGE's strategic planning for Work Plan 3 and the current implementation of Work Plan 2 (half day session)

## **1.2 Workshop Presentation**

### **Presentation Outline**

- Strategic co-operation (what and why)
- Possible approach
- Cage Secretariat and Grantees Identity and Commitment

### **1.2.2 Define Strategic co-operation in the context of CAGE**

- To identifying, through engagement between grant maker and grant beneficiaries, options and priorities so that the CAGE Secretariat and Grantees co-operate and work synergistically within a "community" so as to ensure that programme result areas are achieved now and in the future.

### **1.2.3 Key elements of Strategic co-operation**

- Identify what would bind CAGE Secretariat and Grantees for the same end in managing the changing and unpredictable environment.

- Facilitate and create a sense of commitment and trust between CAGE Secretariat and Grantees in support of CAGE's objectives.
- Develop collaborative mechanism and ensure that Grantees community spirit is enhanced and aligned with CAGEs strategic direction.

#### **1.2.4 Possible Approach – Leadership**

In taking the CAGE community vision forward, it is also critical that the CAGE Secretariat, in consultation with the Grantees, provide the necessary conflict and governance leadership to facilitate and ensure that CAGE's research outputs have direct and indirect benefits for targeted beneficiaries and the general public. Conflict and governance management between CAGE Secretariat and Grantees include to:

- Create leadership alignment around a shared vision and corresponding CAGE strategy.
- Define, communicate and demonstrate core values to guide CAGE Secretariat and Grantees' behaviors at all levels.
- Create, consistently demonstrate and reward effective CAGE leadership behaviour.
- Strengthen peer review mechanisms to improve the quality of research around issues of conflict and governance.
- Identify opportunities to nurture young talent especially black women in the region to lead and excel in area of conflict and governance research and management.

### **1.3 Proposed Values Framework (Service Charter) for CAGE Secretariat and Grantees**

In supporting CAGE Community leadership approach, the CAGE Secretariat and Grantees are initiating a process which will assist in searching and identifying mechanism to develop effective strategic co-operation and to promote a "sense of identity" for cooperation internally and externally. The CAGE Community is at a point where it wants to explore opportunities just an opportunity to develop and sharpen management and research skills and capacity in the area of conflict and governance towards looking at models of best practice. Therefore, this framework will contribute not only to the broader debate on what the immediate future of CAGE should be, the lessons learnt, sustainability issues, but also the fact that the CAGE Secretariat will

benefit specifically in balancing the competing and often conflicting interests of stakeholders. Lastly the framework will also promote shared values amongst Grantees and the Secretariat and motivate Grantees to optimum levels of performance. The proposed framework identifies core values to be embedded into CAGE’s Secretariat and Grantees management systems, procedures and culture, and on regional and international research and experience.

### 1.3.1 Proposed CAGE Community Values Framework (Service Charter)

Relationship with Beneficiaries/Public		Relationship with Government & Parliament	
Workplace relationships		Personal Behaviour	
<b>Assurance</b>	<b>Commitment</b>	<b>Management</b>	
Demonstrating that values are being upheld through accountability and assurance mechanisms	Building a value based culture through leadership, strategic direction, setting and learning development	Fostering good judgement and integrity through value based management policies, instructions and guidance.	

### 1.3.2 Possible Implications for CAGE Community

Moving forward in building a fair and robust environment to inspire trust, CAGE Secretariat and Grantees commit to “a sense of community.”

However other contributory factors are also critical and they are:

- To ensure that CAGE Secretariat and Grantees commitment and partnership debates around issues of conflict and governance and other related issues add value
- The debates on the possible future of “a CAGE” once the EU Funds end, according financial agreement.

- Not to forget where Grantees come from, but at the same time identifying and setting well defined boundaries.
- Guided by CAGE internal policies, procedures as determined by PRAG.
- Acknowledgement of the terms and conditions of the Grant contract and fulfillment of these as a legal contract
- Explore individualised CAGE Grantee commitment and psychological contract to objectives of the facility.
- Practice collective commitment/ partnership between and within stakeholders in ensuring CAGE's vision is realized.

#### 1.4 Grantees Contribution to the Workshop

The facilitator requested the participants to jot down what they would identify as key CAGE Community values which would facilitate and strengthen collaborative response between CAGE Secretariat and Grantees. The unedited comments received from the participants were divided into three common thrusts:

- Policy outcome and implementation
- CAGE possible future role
- Communication and collaboration

##### 1.4.1 Comments from the participants

Policy Outcome and Implementation	CAGE Possible Future Role	Communication and Collaboration
1. Ensure that CAGE activities inform the broader SA Policy especially on NEPAD, AU and other policy.	Ensure the existence of CAGE separate from the EU funding	Chat sessions including Peer Review Forums
2. Assist in linking community initiatives to policy makers at other levels.	A facility that encounters innovative ideas that promote growth and development in the country	Informal chat sessions – “get together”
3. Valuing research as underpinning policy and helping overcome fear, mystification of research	A facility that reaches out to critical thinkers addressing global challenge	Being a community of dialogue – community being built through conversation

4. I see CAGE as a community supporting projects/programmes that greatly accumulate wealth to eradicate poverty and unemployment	A facility that grows a cohort of young inspired black researchers	Facilitate a clear communication among Grantees to allow a kind of learning from each other's experience
	Become a facility that demonstrates a celebration of "excellence"	"Dynamite comes in small packages" High impact policy research for South Africa and the continent as a result of collaboration between a small organization and a relatively small group of researchers.
Problems with inter-acting across various research disciplines.		Incentives for producing outputs and achieving success on Peer Review
		Collaboration to eliminate overlapping of research and forming co-operative inter-actions.
		Vigorous commitment to Peer Review
		Greater collaboration among institutions, Agencies and NGOs

Not all participants contributed to this exercise for variety of reasons. However the intention of the exercise was to initiate a process of engagement between CAGE Secretariat and the Grantees. From the comments received, it is clear that most participants identify the issue of communication and collaboration as the key core value for the CAGE Community. It was also significant to note that other participants saw the opportunity of defining what possibly could be a future role for CAGE beyond EU Funding and also contributing to the conflict and governance research excellence.

As contracted by National Treasury, the future role of CAGE or “learnings” from this investment becomes critical and has direct impact on how the CAGE Community value framework is defined and agreed upon by stakeholders (PSC, CAGE Secretariat and Grantees). The issue of conflict and governance is complex and has a direct and indirect impact on the general public, but also specifically on core functions of departments such as National Treasury (Security Cluster), Foreign Affairs (given the fact that conflict and governance has no boundaries) and diplomatic relations in informing South Africa's policy around these issues becomes critical, the Presidency, Trade and Investment Relations, etc. Therefore the learnings from the programme should take cognizance of these factors and other factors such as promoting effective collaboration between researchers and government departments in improving service delivery.

### **1.5 Recommendations**

1. The CAGE Secretariat comment on the draft report.
2. A follow-up session is scheduled between the CAGE Secretariat and the Facilitator to identify key lessons learnt from the workshop and to prepare for the next plan of action.
3. The concept of the CAGE Community Value Framework (Service Charter) be piloted on two three grantees organisations so as to improve on current proposal.
4. The future of CAGE is managed together with the development of the CAGE Community Value Framework (Service Charter).
5. CAGEs Secretariat core business is more technical support specifically ensuring quality research and excellence in conflict and governance is achieved and less on the administrative related issues. The suggestion is that CAGE Secretariat might consider outsourcing the administrative burden of the programme.
6. CAGE Secretariat to explore mechanisms of publishing and presenting the research findings on conflict and governance to a wider audience including government department, public entities, etc.

## **Annexure 1:**

### **Contents**

- Strategic co-operation (what and why)
- Possible approach
- Cage Secretariat and Grantees Identity and Commitment

### **Strategic Co-operation Issues**

- Options and priorities with which CAGE Secretariat and Grantees elects to compete and survive.
- What would bind CAGE Secretariat and Grantees for the same end in managing the changing and unpredictable environment?
- Create a sense of commitment within the CAGE Secretariat and Grantees and to establish trust in the management.
- Develop and ensure that grantees community spirit within Cage falls in line with its strategic direction.

### **Possible Approach - Leadership**

- Create leadership alignment around a shared vision and corresponding GAGE strategy.
- Define, communicate and demonstrate core values to guide CAGE Secretariat and Grantees' behaviors at all levels.
- Create, consistently demonstrate and reward effective GAGE leadership behaviour

### **CAGE Leadership Key Elements**

- Direction
- Respect
- Informed
- Values
- Energy
- Role model

### **What is this all about?**

- CAGE Secretariat and Grantees commitment and partnership debates

- Not forgetting where Grantees come from but at the same time identifying and setting well defined boundaries
- Guided by CAGE internal policies, etc
- Individualised CAGE Grantee commitment and psychological contract
- Collective commitment - partnership