

Public Private Partnerships and Co-creation for Public Value

Notes for the presentation during the 6th Strategic Leadership Conference on: “Anticipatory Governance & Systems Thinking: Leveraging Technology for public sector transformation”

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Roadmap of the Presentation/Session

- 1. Understanding Co-creation, partnerships and public value**
- 2. Public Private Partnerships**
- 3. Mutually beneficial value-based partnerships**
- 4. Ten Priority Practices of a Transformed Leadership: The base of successful partnerships**
- 5. Exploitative partnerships**
- 6. Alternative strategies to exploitative partnerships**
- 7. Exemplary case of partnerships and co-creation in Kang'atacare (Murang'a County, Kenya)**
- 8. Plenary open discussion**

Understanding of Co-creation: An Evolving Terminology for Practices since the 1960s

- ☐ **A deliberately collaborative process/approach where leaders /managers/ administrators/ supervisors invite/ encourage/ support stakeholders/ key players/ actors, customers/ clients to come together in a work/ activity to create/ improve products/ services.**
- ☐ **Cooperative design (original term in Scandinavia in the 1960s)**
- ☐ **Co-design, Co-production, Croud sourcing, participatory design etc**
- ☐ **Enhance creativity & innovation**
- ☐ **Enhance customer satisfaction**
- ☐ **Align offerings with market needs and preferences**
- ☐ **Increases individual competence**
- ☐ **Enhances support for the outcome**
- ☐ **Enhances perceived legitimacy of the process**
- ☐ **Strengthens social networks**
- ☐ **Can bdone Done through Workshops, Feedback sessions , Collaborative platforms etc**
- ☐ **Co-creation is a term that has evolved from cooperative design in the 1960 to today and it is still evolving.: Read “The Power of Co-creation” by Ramaswamy**
- ☐ **A term certainly pertinent to another one: Partnerships two terms that are important in creating public value.**

Public Value: The ultimate purpose of Public Organisations

- **The term “Public Value” is normally used to describe the ultimate worth, benefit, positive impact that an organization, program, government action etc delivers to society with the following elements:**
- **Societal impact (equity, community well being, social inclusion, trust etc)**
- **Legitimacy**
- **Citizen engagement**

And so, Partnerships and co-creation are important approaches in creating and sustaining public value.

Public/Private Partnerships is not just an Approach to Business & Development Work. It is an SDG in itself (SDG 17) to be Pursued and Achieved



Strengthen the means of implementation and revitalize the global partnership for sustainable development

“No single country, sector, organization, or discipline alone can solve the global sustainability issues we face today, and that is why SDG 17 is important” writes Hilary Lynch

Partnerships and Co-creation extensively and intensively used by the United Nations

- **The United Nations engages partnerships and co-creation as a strategy for**
 - ✓ **Designing policies**
 - ✓ **Implement SDGs**
 - ✓ **Internally shape its culture**
 - ✓ **Promoting global cohesion**
 - ✓ **UNDESA emphasises making people and civil society and even private sector feel that they are actively co-creating and not just being consulted in policy design, implementation, monitoring and evaluation**
 - ✓ **UNDP uses co-creation to align national frameworks with local communities, govts, private sector and marginalized groups.**

(Shared experience)

Mutually beneficial value-based partnerships

The values and Principles of the 2030 Agenda and Africa 2063 Strategy Should Guide Transformational Leadership in implementing PPPs and Co-creation

The notion of transformation

Integration

Leaving no one behind

Collaboration & Partnerships

Effectiveness

Inclusion

Accountability

Social protection & Social security

Resilience

Equity & Equality

Peace, Safety & Security

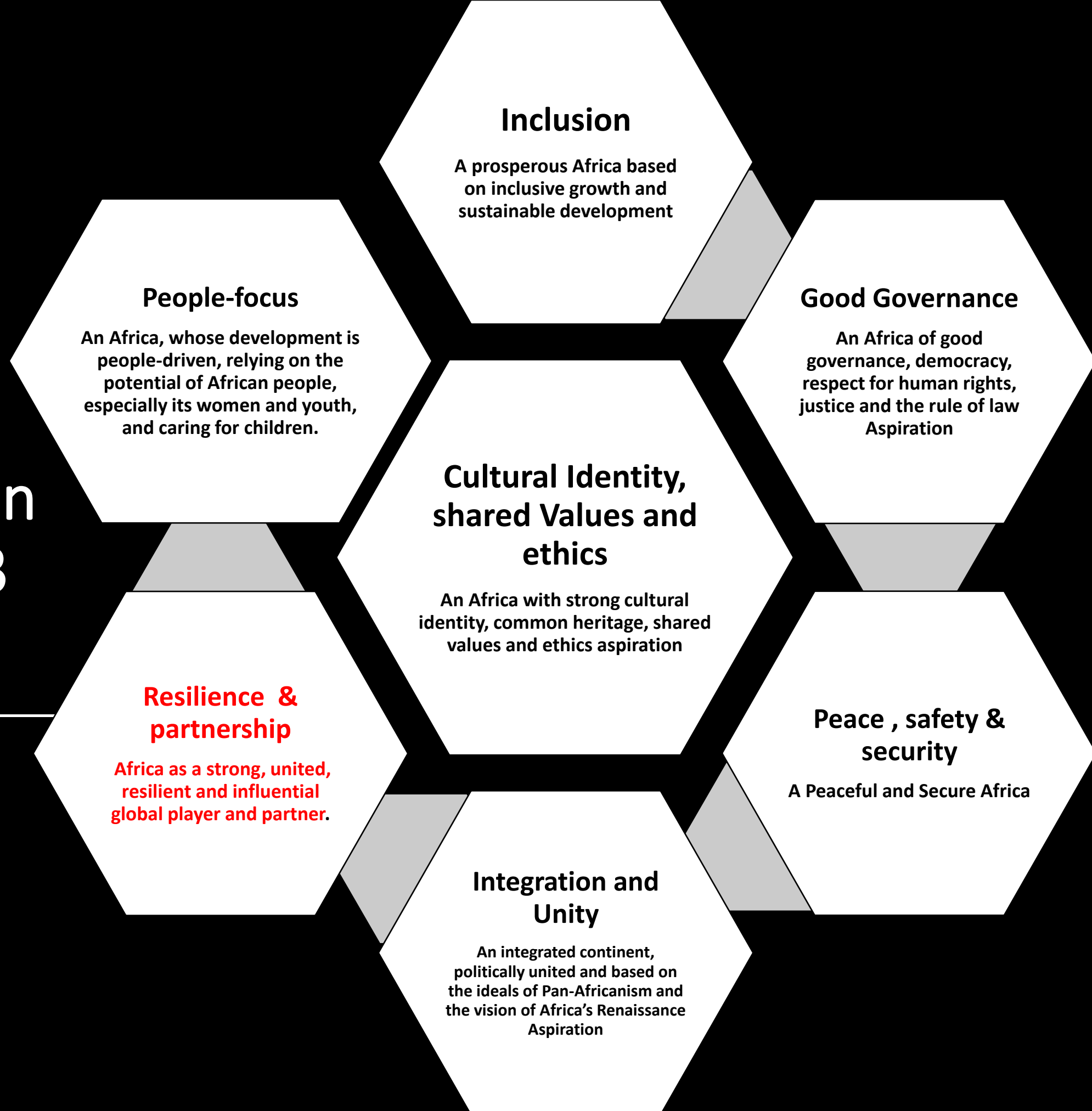
Future orientation & preparedness

Respect for Diversity

These values and principles should be at the core of a transformational leadership that can engineer PPPs & co-creation in implementing the 2030 Agenda to achieve SDGs and Africa's aspirations:

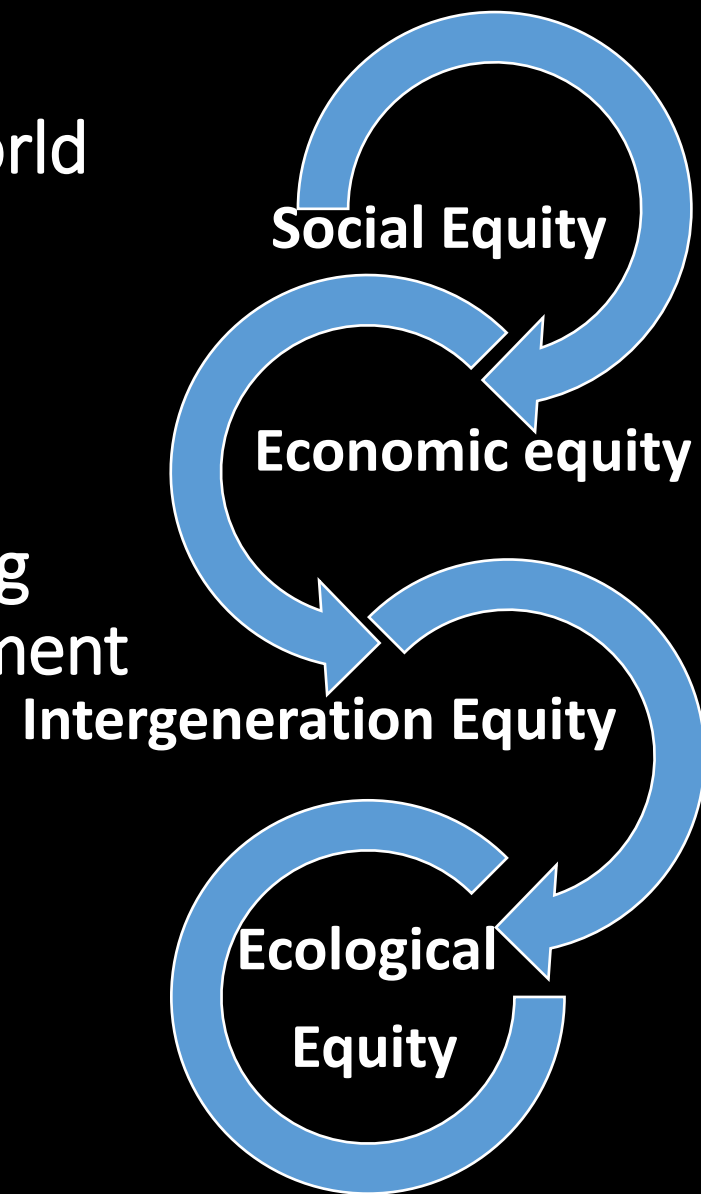
Mutual benefit, mutual respect and dignity are key!

The Seven Aspirations expressed in Africa 2063 Strategy



Currently Africa's partnerships with the world
are not based on Equity:

Equity in its four dimensions is a key
Value/Principle to be embraced by a
transformational leadership while pursuing
partnerships for Africa's sustainable development



Ten Priority Practices of a Transformed Leadership in the context of the 2030 Agenda and Africa 2063 Strategy

- ✓ **Leverage Community potential for transformation and sustained development**
- ✓ **Engage all actors and secure their support, commitment, energies, resources & action**
- ✓ **Align development plans with national, regional, and global development goals**
- ✓ **Develop competences at community, political, managerial, administrative, technical**
- ✓ **Ensure mobilisation and frugal utilisation of both internal and external resources**
- ✓ **Rely on local capabilities to ensure creativity, innovation and resilience**
- ✓ **State achievements and shortfalls using the two to improve and sustain performance**
- ✓ **Harness an ideology & mindset with people at the centre of policies, plans & actions**
- ✓ **Instil values of professionalism, equity, accountability, integration and inclusion**
- ✓ **Pursue a vision for the future generations and prepare for the future today.**

Transformational Leadership is not a Loner's Work.

Transformational Leadership TEAMS should be in-built in implementing partnerships

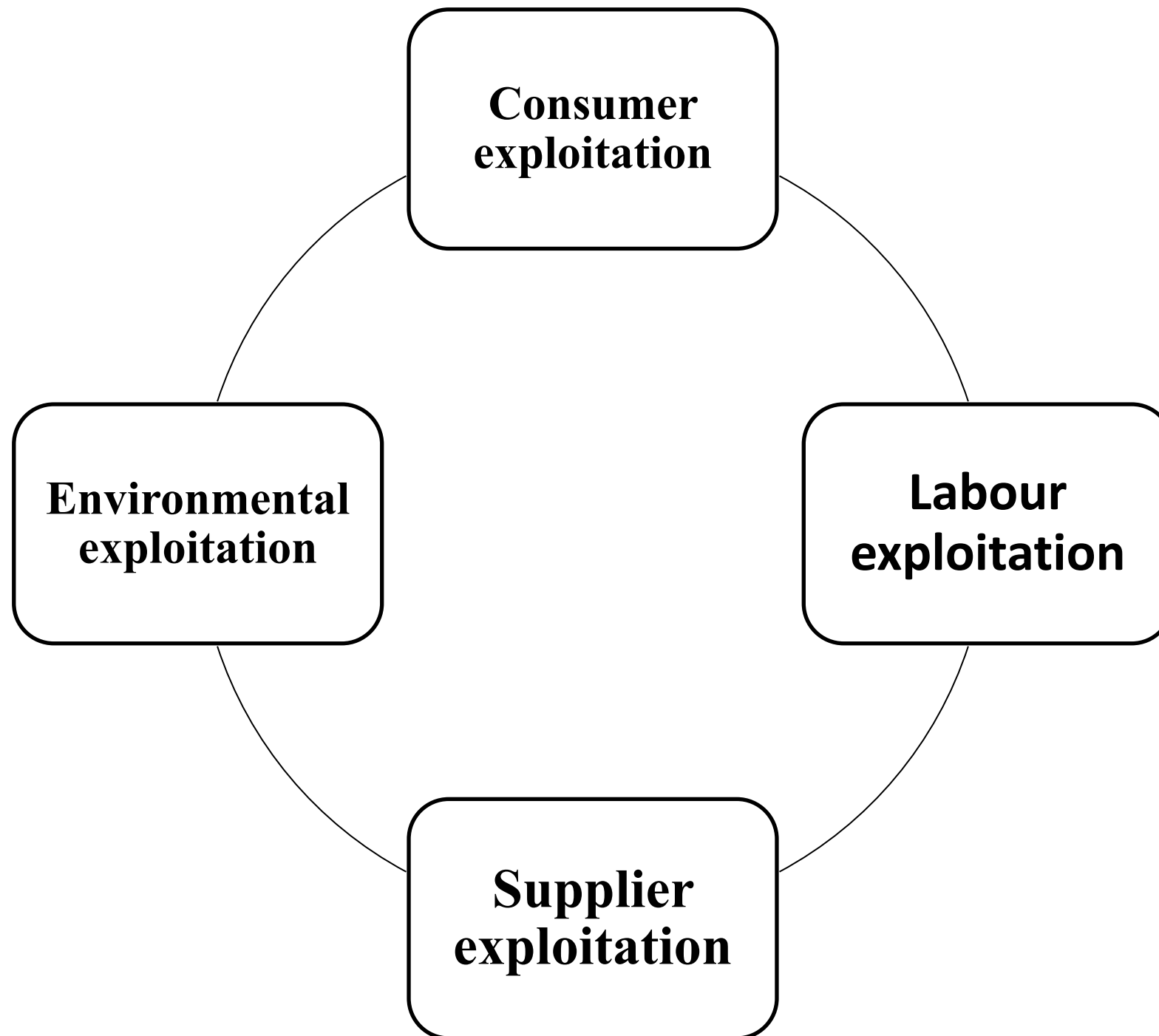
- ✓ **T**rust in & work with the people to promote Self-reliance
- ✓ **E**ntrust them with the responsibility to develop themselves
- ✓ **A**lign local plans with national, regional & global development Agenda
- ✓ **M**anage and require all to manage with empathy, frugality & PIE
- ✓ **S**pecify & pursue agreed objectives and trajectory for a better future

Partnerships are not necessarily Contradictory to Self Reliance. Self reliance thrives in mutually beneficial partnerships. And self-reliance dies in exploitative partnerships which should be avoided at all cost.

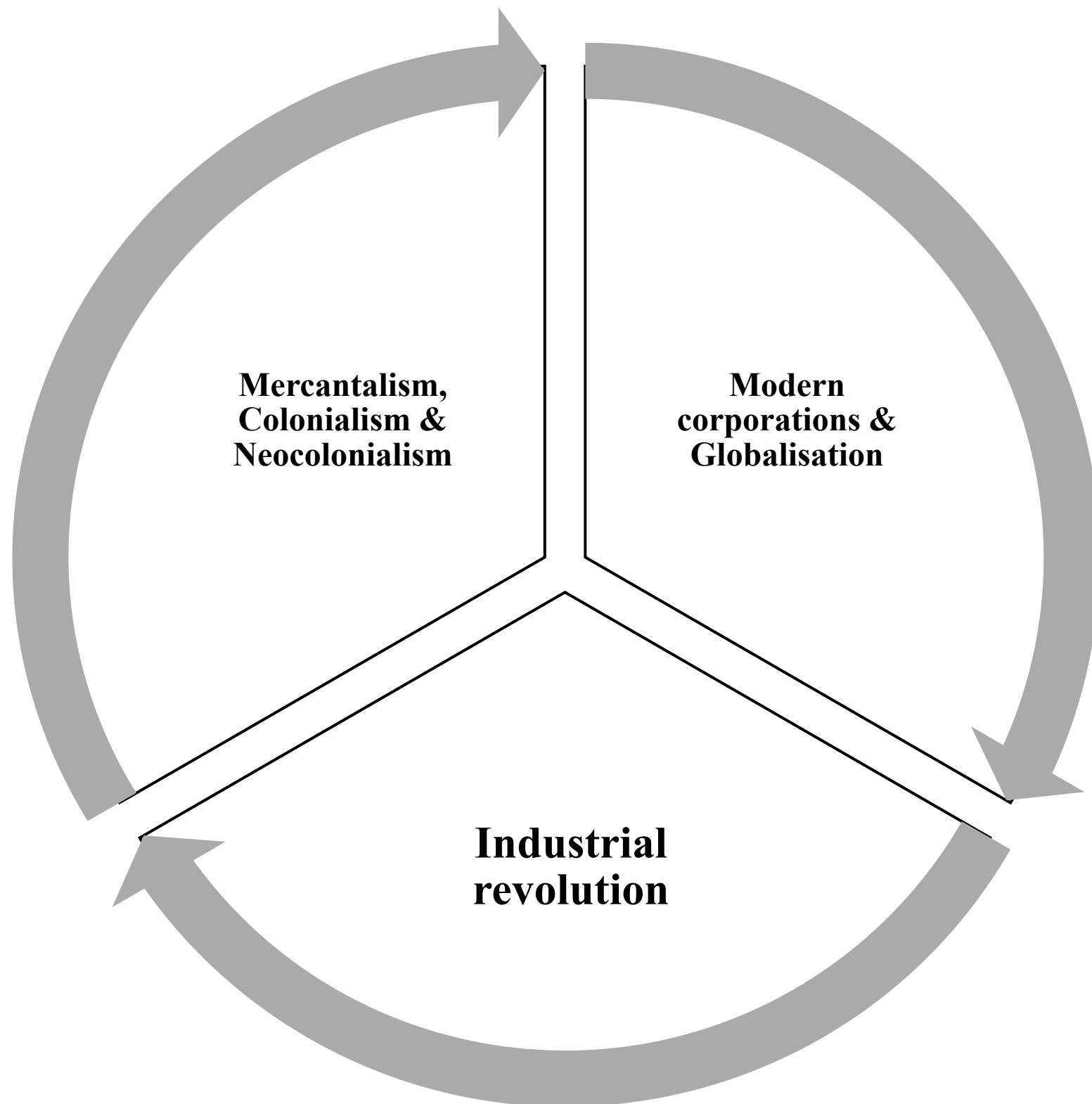
Exploitative partnerships:

Ija Turye Hamwe Biri Ayine Ekyakurebireho: Runyankore Proverb

**He who sups with the devil should have a long spoon.: Shakespeare in the
Comedy of errors**

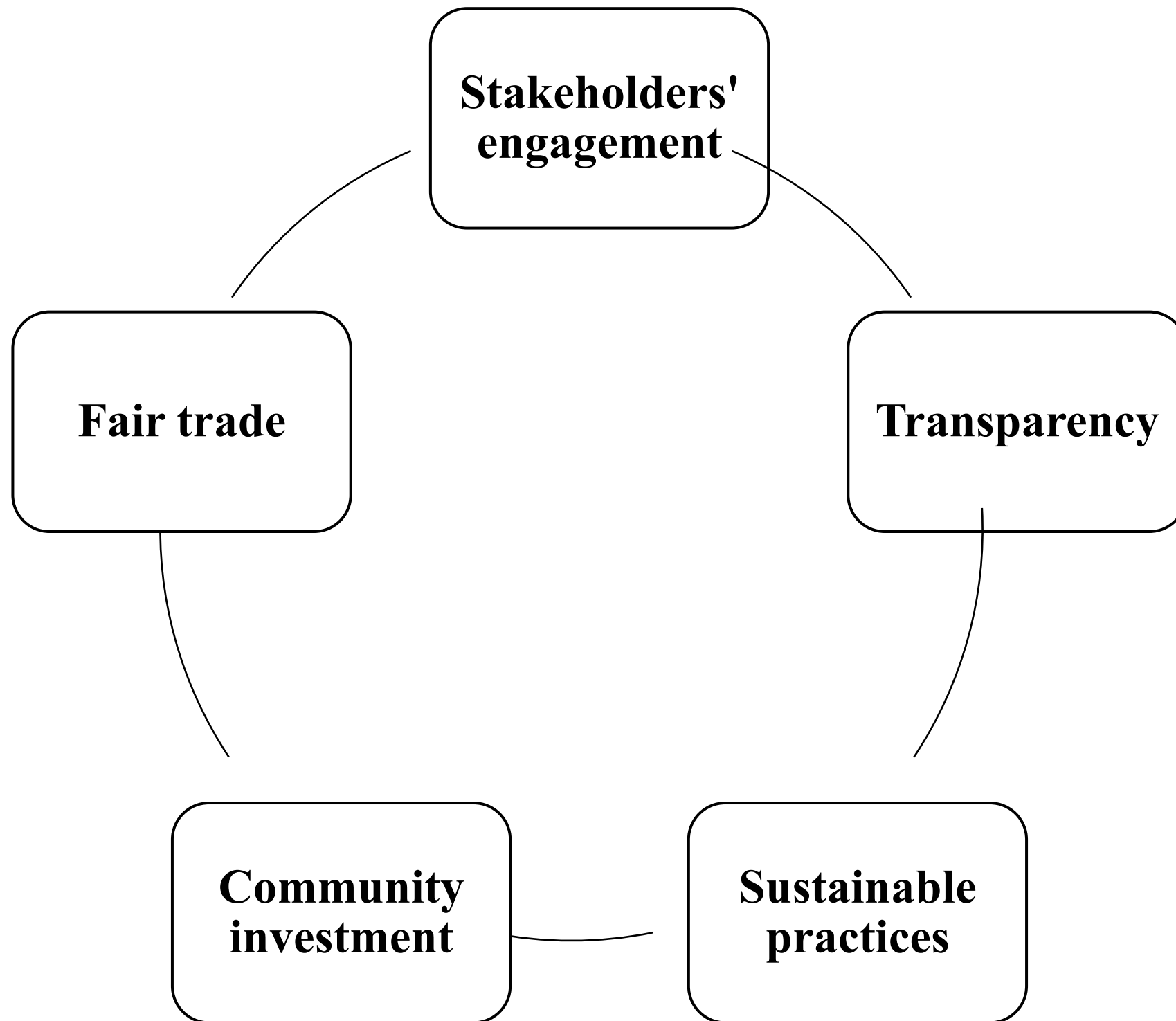


As it has always been, so it is today! It is up to today's leadership to shape partnerships differently for the future: Power play in partnerships

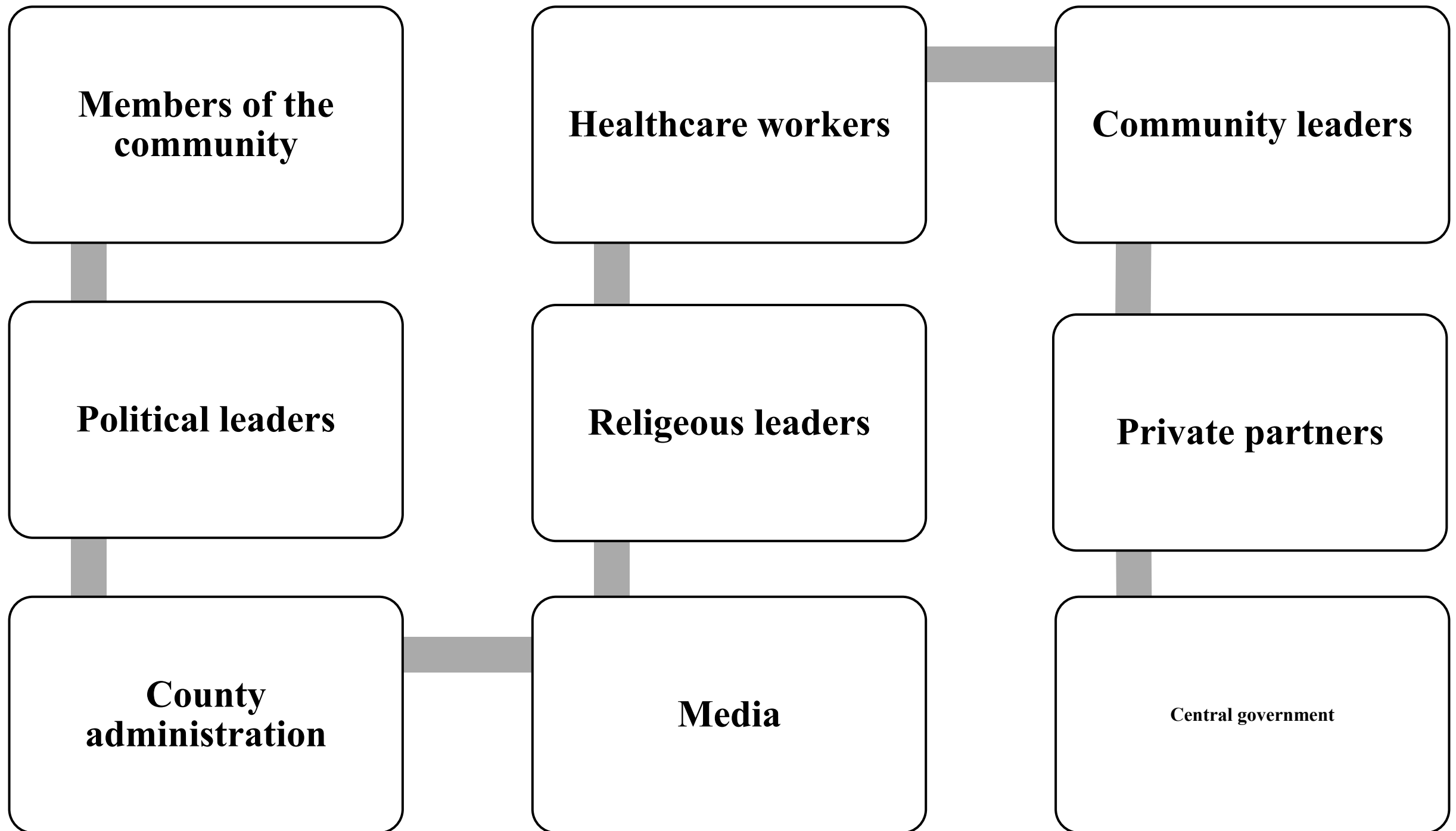


The common thread binding these eras is the use of power imbalances to extract maximum value from vulnerable populations. Co-creation and positive partnerships are constructed on shared and mutually benefiting exercise of power. Equal partners

Think of strategic alternative practices to exploitation in partnerships



Structured public-private-community partnerships of Kanga'taCare Muranga County, Kenya



Roles and responsibilities in the shared exercise of power and authority in Kangatacare's structured partnerships

- **Members of communities are engaged in identification of beneficiaries and providing feedback on the initiative's performance.**
- **Health care workers are engaged in providing healthcare services.**
- **Religious leaders provide venues for public participation and sensitization events.**
- **Community leaders mobilise the public to enroll in the initiative.**
- **Political leaders provide oversight and lobbying for resources.**
- **County Administration provides planning, coordination, monitoring, evaluation and reporting.**
- **Media create awareness through publicity.**
- **Private partners contribute resources and provide feedback on the initiative.**
- **National Government provides health policy guidelines, oversight and provision of a conducive environment.**

***Note: In unstructured, unguided, uncontrolled partnerships, anything goes and that is not good for accountability. It creates fertile ground for exploitative partnerships.**

Lessons to Learn from the Case of Kanga'tacare

- **With people-centric innovative and transformational leadership, leaving no one behind (in this case in health services) is possible even in situations of limited resources**
- **Mobilising mutually beneficial partnerships avails resources that seem inaccessible**
- **Technology can be a tool to support efforts of transformation (in this case telemedicine and real time service monitoring/ transparency**
- **Getting the community involved and engaged in planning, mobilization and leadership strengthens mutually beneficial partnerships and co-creation**
- **Resources are not much of a hinderance if strategic thinking is undertaken engaging all stakeholders**
- **Equal exercise of power in partnerships and co-creations ensures success.**

Gratitude to KSG and AAPAM for Practicing what they Preach

**THANK YOU! KEEP DIGGING
FOR AFRICA'S TRANSFORMATIONAL
DEVELOPMENT**

Let us go real and practical about partnerships and co-creation



Group simulation Exercise

Group one:

Who is to blame for this school situation and why? How can such a situation be avoided?

Group two:

You are a consultant requested to prepare an advice on how to revamp the school and ensure such a situation never arises again: Make a list of the stake holders, key players, and beneficiaries to bring together to diagnostically analyse this situation and propose a permanent solution .Against each indicate the roles and responsibilities.