

# BUILDING STATE CAPABILITY TO ENGAGE NON-STATE ACTORS



**Andrew Borraine**  
Western Cape Economic  
Development Partnership (EDP)



**William Gumede**  
Democracy Works Foundation



**Dr Renier Koegelenberg**  
Ecumenical Foundation of  
South Africa



**Nchimunya Chipso  
Hamukoma**  
Harambee

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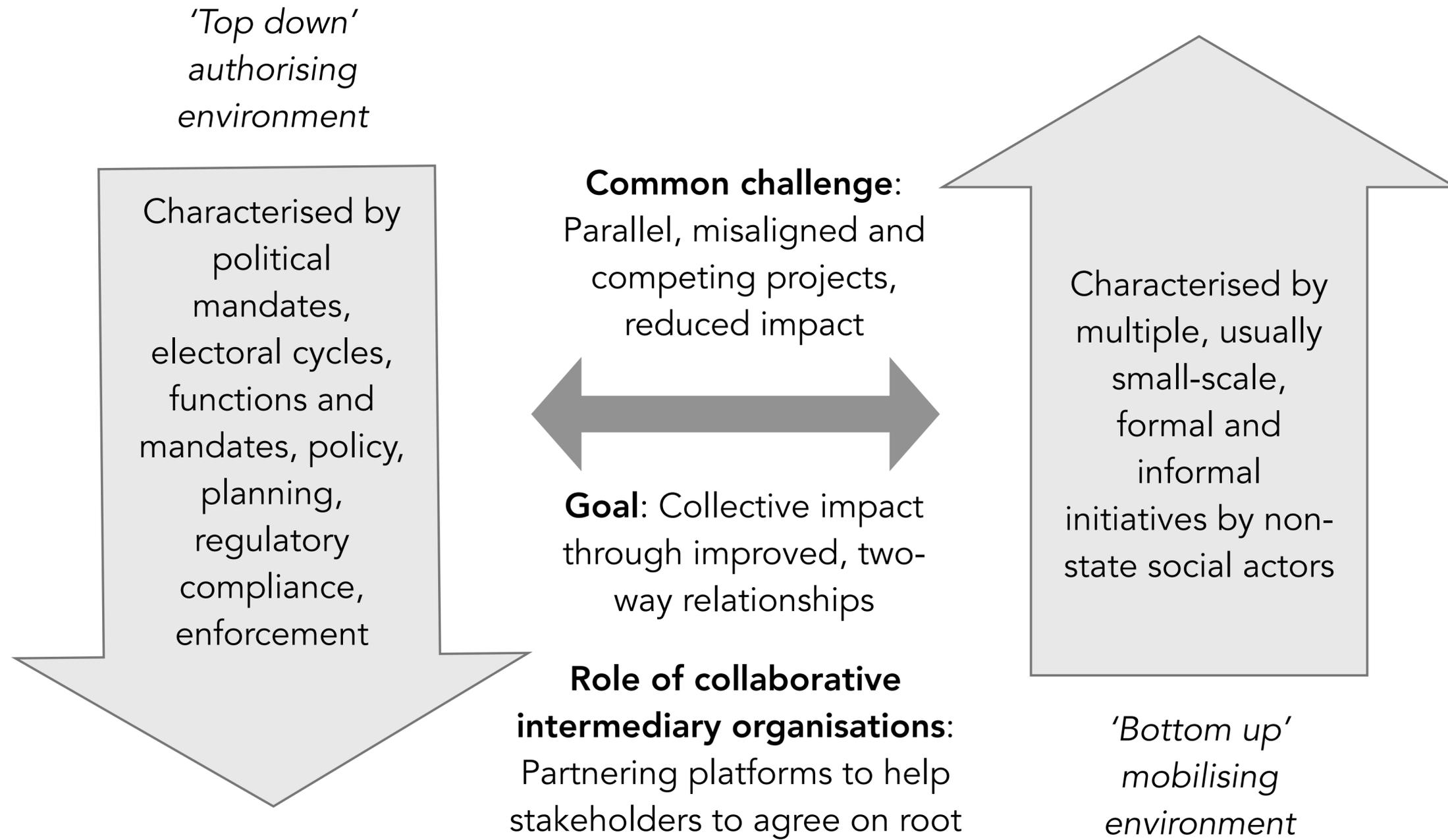
Practical steps to improve relationships between state and non-state actors to improve development outcomes  
Andrew Borraine, EDP CEO



**Approach:** State as enabler of development, not just service provider | Citizen voice and action (agency) is necessary and desirable | Building state capability includes coordinating its own efforts *and* partnering with non-state actors | Ability to respond quickly and flexibly to sudden shocks and stresses | Doing things differently to achieve improved development outcomes

**Challenges:**  
Siloed thinking and steep hierarchies, regulatory compliance, inward-looking institutional culture

**Actions:** Take steps to create a more enabling and responsive environment through adaptive and collaborative leadership and institutional culture change



**Challenges:**  
Isolated projects, competitiveness, poor connections, naiveté towards state functioning, limited impact and change

**Actions:** Take steps to connect, communicate, collaborate within mobilising environment, improve capabilities to engage with authorising environment



# Applying the model in practice: Strengthening local food and nutrition systems

**Challenges:** 'Not our mandate', fragmented food system governance, parallel and unconnected efforts, projects vs. system change

**Actions:** Match mandates, functions and budgets of three spheres of government to support non-state activities in local food systems, build relationships

*'Top down' authorising environment*

Characterised by inability to transact with informality and grassroots structures because of rules and procedures

## Common challenge:

Poor nutritional outcomes for children under five in South Africa

**Goal:** Better access to affordable nutritious food

## Role of collaborative intermediary organisation:

Food system learning journeys with government, CBOs and NGOs, and research partners to build common agenda for support and change

Characterised by many projects that are not sustainable, survivalism, lack of impact on the overall food system.

*'Bottom up' mobilising environment*

**Challenges:** Government unable to respond effectively to community actions: ECDs, food gardens, small scale farmers, safety  
**Actions:** Map variables that make a potential difference: proximity, mobility, storage space, energy, water, food relief, land, support services, safety, traditions and stigmas