MCom

Analyzing the influence of financing and governance on Cross-Sector Social Partnerships (CSSPs) value creation. A key focus on CSSPs involved in water sustainability in South Africa

A Dissertation

presented to

The **Development Finance Centre (DEFIC)**
Graduate School of Business
University of Cape Town

In partial fulfilment
of the requirements for the Degree of
Master of Commerce in Development Finance

by

Lizah Makombore

NYMLIZ001

November 2021

Supervisor: Mr Xolisa Dhlamini

Plagiarism Declaration

1. I know that plagiarism is wrong. Plagiarism is to use another's work and pretend that it is one's own.
2. I have used the America Psychological Association (APA) (6th Edition) convention for citation and referencing. Each contribution to, and quotation in, this study from the work(s) of other people has been attributed and has been cited and referenced.
3. This dissertation titled "Analysing the influence of financing and governance on Cross-Sector Social Partnerships (CSSPs) value creation. A key focus on CSSPs involved in water sustainability in South Africa" is my own work.
4. I have not allowed and will not allow anyone to copy my work with the intention of passing it off as his or her own work.
5. I acknowledge that copying someone else's assignment or essay, or part of it, is wrong, and declare that this is my own work.

Signed by candidate:

Signed by candidate

Lizah Makombore

Acknowledgements

I give great thanks to the Almighty God who gave me the opportunity, strength and ability to complete this research study, and ultimately achieve my goal of completing the MCOM studies. My sincere gratitude goes to my supervisor Mr. Xolisa Dhlamini from the University of Cape Town - Graduate School of Business for the patience, assistance and motivation that he accorded me in writing this dissertation. Xolisa's prompt responses and insightful discussions made the entire process more interesting and motivating.

My great appreciation goes to the following individuals without whom I would have not been able to attain this achievement in the end.

1. My huge thanks go to the Ms, Gillian Hutchings (Director Membership & Communications) from the National Business Initiative. Gillian who has always been my mentor for years became one of my number one supporter as I navigated the whole research journey. I am truly grateful for how Gillian has over the years kept her door open for me. I am blessed to have Gillian as a mentor.
2. Another key individual I would like to thank is Mr. Alex McNamara the programme manager of the Umhlathuze Water Stewardship Programme. Alex's knowledge of the programme and his water sustainability expertise were always enriching and enlighted the days when the research journey became gloomy.
3. The participants (uWASP's project committee management team) that took part in the study, who through their willing participation were involved in the interviews and made the data collection process very smooth.

4. Special thanks to my beloved husband, Ponciano and my precious twins' children Hannah and Israel for their unwavering support and endurance during this seemingly endless study period.
5. Also I would also like to express my gratitude to my mother and the rest of my family in offering their invaluable spiritual, moral and emotional support throughout this study.
6. Thanks to my colleagues whom I would like to call the "research tribe", Dr. Rose Mathafena, Cheryldene Moodly, Tendesai Chinamasa and Shaina Mathew whose support and encouragement was always there throughout the studies.
7. Lastly, thanks to the Management of the UCT GSB, the lecturers, administrative staff, study group mates and the entire class of 2018 whose unwavering support made it worthwhile to remain focused.

Abstract

The study contributes to the growing literature on the financing and governance of CSSPs by providing robust evidence of the UMhlathuze Water Stewardship Programme (uWASP), a single case study with explicit financing mechanisms, capabilities, and governance mechanisms for the creation of value of a water sustainable ecosystem. To date, research investigating partnership performance focused on the use of explicit targets, in a multi-actor cross-sector setting incorporating the crucial moderating effects of financing and governance mechanisms has been lacking. Key findings from the study include grant funding from development institutions and private sector companies was identified as the main source of funding for CSSPs; there is a shift from partnership funding to project-based funding in CSSPs involved in water sustainability as the funders preferences changes; partners' strong financial management systems create strong system-wide financial management capabilities in CSSPs; Operational cross-organizational governance structures are used as the main co-ordinating mechanism for CSSPs; there are significant uses of funding in CSSPs involved in water sustainability in South Africa, through short and medium funding mechanisms and cross -cutting operational governance co-value services are produced in CSSPs and perseverance of CSSPs involved in water sustainability despite the lack of consolidated and co-ordinated partnership measurements and the lack of central budgeting mechanisms.

Although, the findings are consistent with a pulse check *Rethink Pathway for Development* framework by Erickson (2017) on cross-sector collaboration, the available data do not permit us to determine whether the adapted framework with the addition of the Pivot Phase and the subsequent creation of latent value in this phase is consistent with the framework's original continuum measurements. Furthermore, relevant governance mechanisms and processes that align to this phase have to be analysed and made provision for in the distribution of the value created by the partnership, including the mutual rights and obligations of different partners, or

for any future contingencies that may affect the operation of the partnerships. Hence, it is conceivable that value creation would be stronger still where CSSPs match assets/investments to funding mechanisms and governance structures that are more comprehensive in scope and detail.

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction

1.1 Background and Context of the study

The world is facing an array of environmental problems, including water scarcity and strained water sources for future generations (Dewulf & Elbers, 2018). Water is one of South Africa's scarcest resources with an annual rainfall of about 465 mm (Sojamo, 2015). This leaves most regions receiving less than the anticipated rainfall each year (Sojamo, 2015). The issue of water scarcity, as well as other societal and environmental problems, have in the past, been the sole mandate of the government and intergovernmental organisations. Recently, there have been collaborations towards finding a solution.

Different kinds of actors, such as governmental agencies, businesses, and NGOs are now working together in what is referred to as Cross-Sector Social Partnerships (Dewulf & Elbers, 2018). The new collaborative arrangement via Cross-Sector Social Partnerships (CSSPs) may include formal or informal institutional arrangements of overlapping sectoral segments and/or combinations of governance mechanisms. CSSPs are also known as Multi-sector Partnerships (MSPs), Cross-Sector Sustainable Development Partnerships (CSSDPs), and are seen as a method to scale up innovation, capacity, and resources to deliver on the United Nations Sustainable Development Goals (SDGs) (Nel, 2017).

The SDGs, also known as the Global Goals, is a framework for development that is sustainable and comprises 17 goals set by the UN General Assembly in 2015. The United Nations (UN) Sustainable Development Goals (SDGs) 2030 agenda was adopted in 2017 (Nel, 2017). Embedded in the SDGs are 232 indicators that relate to ending poverty, protecting the planet,

and engendering prosperity for all by 2030 (Betru, 2019). The foundation for implementing the 2030 Agenda for Sustainable Development is public finance. Yet, given the investments needed, public finance alone will not suffice. Estimates suggest that achieving the SDGs requires $2.5 trillion per annum in additional annual investment over and above the current international donor commitments (UNCTAD World Investment Report, 2014). This has magnified the urgent need to forge effective mechanisms for co-operation between the international donor community and the private sector (Betru, Chwala & Lee, 2019).

Multi-stakeholder partnerships and those connecting private sector and civil society organizations (CSOs) are a goal, a means of implementation, and a way of making financial resources go further, as promoted in the Sustainable Development Goals - Goal 17 (UNDESA, 2016). Multi-stakeholder partnerships, including Public-Private Partnerships (PPPs), are an integrated part of the Development Agenda (Bilal et al., 2014; ECDPM, 2014; ECDPM, 2015; ECDPM, 2016ab). CSSPs also represent an alternative form of governance to manage the increasingly complex and demanding water risk management strategies .“Partnerships involve a shift in governance structures and the implied acquisition of competencies typically derived from governmental structure” (Mañez Costa et al., 2014, p. 13).

Frequently, CSSPs are seen as the ideal pathway to handle multidimensional problems (Carmona et al., 2017). Nevertheless, CSSPs should not be considered as the final solution for all problems in natural risk management (Mañez Costa et al., 2014). This research examines the financing and governance mechanisms required at the different stages of CSSPs that are addressing environmental challenges such as water(Carmona et al., 2017). In undertaking this research, the objective is to understand the value created by CSSPs and how this has influenced the financing and governance of the CSSP. The aim is therefore to analyse the financing

mechanisms and governance used by CSSPs to create transforming value in the creation of water sustainable ecosystems. Extant research has focused on identifying the different mechanisms and structures for successful CSSPs implementation and has not placed a key focus on understanding the role that is played by the financing and governance mechanisms in the success or failure of CSSPs. The research report provided an opportunity to assess the extent to which experiences from CSSPs participants relate to the Re-Think Health's Pathway for Transforming Regional Health Framework. The assessment of collaborative financial capacity and governance results in varying levels of value across the spectrum from improving to transformative value. Academics and practitioners in CSSPs have reported findings that match partnership developmental stages with general challenges and successes – also known as momentum builders and pitfalls (Erickson et al., 2017). Examples of the momentum builders include some of the following: elevated shared goals, designing and funding operating structures, and taking a longer view. Financing, data-sharing, and CSSPs infrastructure were highlighted as pitfalls or challenges. Erickson et al. (2017) also managed to describe the momentum builders and/or pitfalls that were identified as persistent in the different stages. Erickson et al. (2017) and other extant scholarship on cross-sector collaboration has, however, offered limited insights into partnership developmental trends and how these are either enhanced or limited by underlying financing and governance mechanisms and/or structures.

Other authors, such as Mahlangu et Al. (2019) , have also contributed by identifying the seven key components that are critical in the process of multisector collaboration, namely, preconditions, key drivers, structure, mechanisms, administration, execution, and evaluation (Mahlangu et al., 2019). This paper contributes to the available research by providing insights into the role of development finance and collaborative governance within the context of CSSPs solving regional water challenges in South Africa. The paper explored whether the combination

of government and non-government financing and governance mechanisms within CSSPs can be utilized to overcome barriers and enable effective investment in CSSPs, resulting in enhanced water sustainability benefits and system-wide success.

1.2 Statement of research problem and questions.

Collaboration across sectors has emerged and gained momentum, attracting the interest of researchers and practitioners alike (Al-Tabbaaa, Leachb & Khanfrom, 2019). Extant scholarship on cross-sector collaboration has, however, offered limited insights into the crux of capabilities and mechanisms necessary for co-creating value for society (Al-Tabbaa et al., 2019).

Numerous studies have sought to identify and understand conditions that are likely to underpin the achievement of collaborative advantage (Klitsie, Ansari & Volberda, 2018). The collaborative advantage is described as the desired synergistic outcome of collaborative activity (Klitsie et al., 2018). Subsequently, current research has focused, as seen in table 1, on showing the CSSPs subject matters, author and year published.

Table 1: Current research topics on collaborations and cross-sector social partnerships

No.	**CSSPs subject matter**	**Authors and year**
1	Examining knowledge co-production across research-practice boundaries and the intersection between knowledge and participants' underlying interests.	Hamann & Faccer, 2018; Brettle et, al., 2012
2.	Examining the micro-foundations of partnerships.	Kolk, Vock, & van Dolen, 2016; Rivera-Santos, Rufin, & Wassmer, 2017

2.	Approaches for effective resource pooling and usage in CSSPs.	Berger, Cunningham, & Drumwright, 2004; Klitsie, Ansari, & Volberda, 2018
3.	The role of leadership, governance, and structure in driving collaboration success.	Bano, 2019; Huxham & Vangen, 2005
4.	Examining relational capabilities in cross-sector collaborative partnerships	Al-Tabbaaa, Leachb, Khanfrom, 2018, Dentoni, Bitzer, Pascucci, 2016
5.	The process of evolution in CSSPs, as well as the developmental stages of partnerships.	Al-Tabbaaa, Leachb, Khanfrom, 2018, Klitsie, Ansari, Volberda; 2018
6.	Value creation in cross-sector social partnerships.	Nel, 2017, Kindornay, Tissot & Sheiba 2014
7	Coproduction value and co-creation of value	Oliver et al., 2020 & Fjeldstad et al., 2020.

The literature on value creation in CSSPs examines not only how value is created through CSSPs, but the types of value created for whom, and under which terms. The literature explains that the value of CSSPs increases when the public, private, and/or non-profit partners apply resources and capabilities that are key determinants of their respective organizational success (Abell, Goldstein, Lee & Saunders, 2018; Kindornay, Tissot, & Sheiban, 2014; Austin & Seitanidi, 2012). Despite the richness of this literature, there is minimal understanding of the financing and governance mechanisms and capabilities that organizations demand when stretching their relationships beyond the boundaries of their sector for system-wide environmental changes (Alonso & Andrews, 2019). To understand the value created in CSSPs and whether this is correlated to financing and governance mechanisms, the following research questions and objectives in section 1.3 were raised to investigate the phenomena.

1.3 Research questions, objectives, and/or hypothesis

1.3.1 Research Questions

Two main research questions the research project endeavours to answer using a single case study being the Umthlatuze Water Stewardship Programme are:

1. What kind of financing and governance mechanisms do CSSPs deploy to establish and maintain collaboration activity among the partners as they create co-value in a water sustainable ecosystem?
2. How is coproduction of value created by CSSPs to achieve the goal of transforming a water sustainable ecosystem?

1.3.2 Research Objectives

The primary objective of the study was to explore the financing and governance mechanisms practiced in CSSPs and investigate whether there are opportunities in the current CSSPs financial governance that can be used to invest sustainably in CSSPs seeking to address environmental challenges.

To address the primary objective, the following secondary objectives were set:

- Understanding how and giving insight financial and governance decisions within CSSPs are determined.
- Understanding how value is created in all the stages of CSSPs that are addressing environmental challenges.

1.4 Significance of the research findings to the stakeholders of the research

The paper provides users with specific descriptions of partnership developmental phases and development finance experience over time. This provides insights into the connection between

the developmental phases, the role of development finance and governance in CSSPs, and how all of these are connected to the co- value created in the CSSP.

The paper also combines insights from primary, secondary, and observed data, along with a well-established framework for partnership development, to understand the role of development finance, together with governance and the resultant co-value creation in CSSPs.

Specifically, the report analyses whether there are predictable patterns of value creation at different phases and how these are influenced by varying financing mechanisms and governance mechanisms (Erickson et al., 2017).

The extent to which existing frameworks inform and explain financial and governance mechanisms of CSSPs, as well as the link of these to collaborative synergy is limited. The report used a single case study of the Umhlathuze Water Stewardship Programme (uWASP) to highlight CSSPs financing and investment decisions as well as its financial governance. The report also managed to contribute to the academic literature that describes the role of development finance in CSSPs. Building on the research documented in the paper by Erickson et al., (2017), the Re-think Partnership for Development Framework, the review of extant literature, and the analysis of all data collected, resulted in an adjusted and adapted framework for partnership development and value.

The research uses the Umhlathuze Water Stewardship Programme (uWASP), a multisectoral collaboration based in South Africa as a holistic single case study and summarises the financing and governance mechanisms that uWASP has deployed to create a water sustainable ecosystem in the Umhlathuze Water Catchment Area (UWCA). Also, the report describes the methods

used for data collection, analysis, interpretation, and the application of the existing framework, to substantiate the research findings. The following section outlines the organization of the report, and what each chapter covers.

1.5 Organization of the report

This report is structured as follows:

The first chapter introduces the research topic and describes the problem statement, research questions and explains the purpose of the research.

The second chapter includes a review of available academic and practitioner literature in CSSPs, from the debates around what a multi-sector partnership is, how co-value is created within CSSPs, frameworks for measuring CSSPs' performance, and other pertinent debates around this research area.

The third chapter details the research approach and methodologies employed in collecting and analysing the primary, secondary, and observed data samples. It also discusses the extent of the reliability and validity of data within the study, as well as its limitations and delimitations.

The fourth chapter presents the findings of the research conducted and includes an analysis of the major themes drawn from the data analysis.

The fifth chapter contains a discussion of the findings, linking findings to research questions, objectives to the findings, and current literature.

Lastly, the sixth chapter provides a concluding summary of the study, along with recommendations for possible future research.

Chapter 2: Literature Review

2.1 Defining Cross-Sector Social Partnerships (CSSPs) and the justification of using CSSPs in sustainable development

The term “Cross-Sector Social-Oriented Partnerships” also known as “Cross-Sector Social Partnerships” refers to the collaboration between organisations based in three sectors: the state (public sector), the market (private sector), and civil society (NGOs, non-profits) (Klitsie et al., (2018). The main activities of CSSPs include mutual problem-solving, information sharing, and resource allocation (Al-Tabbaa et al., 2019). In some ways, CSSPs resemble alliances, hence some authors refer to CSSPs as multi-sector alliances. (Al-Tabbaa et al., 2019). CSSPs are also known as multi-stakeholder partnerships, transnational multi-stakeholder partnerships, multi-sector collaborations, sustainable development partners, and multisector partnerships. For this research, the term “Cross-Sector Social Partnerships” (CSSPs) has been adopted to include partnerships that involve partners from different sectors. The term CSSPs is prevalent in current literature and is deemed more inclusive in all sectors as it illustrates the difference in alliances, reflecting less about shareholder maximization but rather stakeholder maximization (Pattberg & Widerberg, 2016).

Some scholars argue that the rationale for entering into a cross-sector collaboration is one of resource dependence where partners combine resources and skills to attain mutual benefits (Dentoni et al., 2016). From this perspective, "partnerships present the opportunity to create a formidable, mutually reinforcing system which combines the unique capabilities and resources of each party to deliver outcomes beyond those of anyone sector acting in isolation” (Dentoni et al., 2016, p.44).

Frequently cited reasons for partnering in a CSSPs are enhanced reputation and funding, while others cite gaining access to politicians (Pattberg & Widerberg, 2016). For corporates, particularly in the extractive industries, partnering with intergovernmental organizations (IGOs), civil society, and/or community groups can provide much-needed legitimacy (Pattberg & Widerberg, 2016). Inevitably, many partners from all three sectors will have "covert" motives for partnering which are different from the project outcomes, whether this is the pursuit of funding, credibility, or a licence to operate (Dentoni et al., 2016). In this case, the partnership could be viewed as an expensive distraction that appears to involve action in response to development challenges, while, soaking up large amounts of time and money. The second problem with covert (and potentially conflicting) motives for partnering is the risk of misunderstanding between partners.

The study does not question overt or covert motives of partners in a CSSPs but raises questions about the financing decision as well as governance structures in the CSSPs. The extent to which these decisions are influenced by both overt and covert motives of partners is evident in the co-value created by the CSSPs. The research paper investigated the link between the financing decision and the co-value created as the CSSPs moved through the partnership development stages. Also, the paper describes the governance structures of CSSPs as typically multi-layered and increasingly important for advancing the global dialogue and the post-2015 SDG agenda. The identified governance structure is typically viewed as a prominent governance mechanism in the international development architecture (Nel, 2017).

Advocates of CSSPs emphasise their flexible, adaptive, and decentralized nature, whereas, critics object to the market-based narrative and argue that partnerships are a neoliberal construction invented to increase the power of private interest in global affairs, in particular in

the developing world (Pattberg & Widerberg, 2016). Critics of CSSPs have not given partnerships too much attention and consequently, have accused developed nations of shifting responsibility for funding away from traditional Official Development Assistance (ODA) to the private sector and other stakeholders (Pattberg & Widerberg, 2016). The research explored the role of development finance in CSSPs and how development finance is linked to co-value creation in CSSPs. Specifically, the research sought to assess financing decisions and governance in CSSPs to adjudicate if these are in any way associated with the co-value created in CSSPs. The research considered the full spectrum of financing mechanisms without negating the role of traditional ODA in CSSPs. This study adds to current literature, specifically on the varying range of financial mechanisms and governance that create co-value in CSSPs.

2.2 Conditions that determine the success of a CSSP.

By analysing a sample of 340 partnerships after more than five years since inception, (Pattberg & Widerberg, 2016) firstly noted that CSSPs are inactive, lack any outputs, or fail to match their stated ambition with their observed activities. Secondly, they observed that partnerships fail to deliver on the promises rehearsed by many of their advocates. Thirdly, they found that CSSPs were not filling the governance gaps left open by governments as more reliance was given to the CSSPs to self-regulate for sustained governance. Fourthly, they discovered that CSSPs were not fostering the implementation of existing intergovernmental regulations to a significant degree. Furthermore, they found that most partnerships appear to lack the organizational capacity, and resources, to implement their goals. They concluded that CSSPs were beyond being explicitly neutral instruments for implementing internationally accepted sustainability norms, but rather sites of contestation over distinct technologies and practices (Mert and Chan 2012, as quoted by Pattberg & Widerberg, 2016).

In response to the above challenges, Pattberg and Widerberg (2016) identified nine conditions that determine the success of a CSSP by reviewing the literature on CSSPs. The nine conditions were listed as optimal partner mix, effective leadership, stringent goal setting, sustained funding, professional process management, monitoring and evaluation systems, active meta-governance, favourable political and social context, and fit-to-the-problem (Pattberg & Widerberg, 2016). Pattberg and Widerberg (2016) encouraged future researchers to investigate the findings from their theoretical framework entitled "*the nine conditions for successful multi-stakeholder partnerships"* to gather empirical evidence.

The research study gathered data to investigate two of the nine conditions in the Pattberg and Widerberg (2016) theoretical framework (see table 2, illustrating the researchers' rationale in selecting to investigate the selected conditions).

Table 2: Rational used to select two of the nine conditions for success

No.	Conditions for success	Researchers' interpretation	Current study selection
1	Optimal partner mix	Foundational partnership formation dynamics.	NO
2	Effective leadership	Foundational partnership formation dynamics.	NO
3	Stringent goal setting	Foundational partnership formation dynamics.	NO
4	**Sustained funding**	**Strategic and sustainable decision.**	**YES**
5	Professional process management	Site of contestation over distinct technologies and practices.	NO
6	Monitoring and evaluation systems	Site of contestation over distinct technologies and practices.	NO
7	**Active meta-governance**	**Strategic and sustainable decision.**	**YES**
8	Favourable political and social context	Contextual environment	NO
9	Fit-to-problem	Foundational partnership formation dynamics.	NO

The researcher sought to investigate whether two of the nine identified above are key conditions for successful CSSPs or not. This was done by exploring how these are associated with co-value creation across all stages of partnership development of CSSPs. The two conditions that have been identified are sustained funding and active meta-governance. It is necessary to conduct a detailed and thorough assessment of partners' financial mechanisms and governance structures, specifically how CSSPs deploy these to create co-value and how these can be leveraged to create co-value.

Previous authors have warned against the increasing unstable streams of funding as financing through voluntary and ‘‘ultimately unpredictable’’ goodwill from private financiers increases (Pattberg & Widerberg, 2016). There is also little evidence that governments, in the long run, are more likely to sustain a constant stream of funding than, for example, private funders such as foundations. Governments are by no means the only source of finance, private initiatives and foundations are becoming wealthier and perhaps increasingly important for providing common goods (Pattberg & Widerberg, 2016). This new reality nevertheless highlights the need for adequate financing. Sourcing funds has thus become an increasingly important task for CSSPs.

Current literature does not provide a template of what funding model works best for maximum co-value creation by CSSPs (Austin et al., 2014). Successful organizations have employed several approaches, for example, limiting funding coming from one source, relying on membership fees or voluntary funding from partner members, and funnelling money generated from activities back to the organizations (Pattberg & Widerberg, 2016). The study investigated whether securing funding is more of an issue for multi-stakeholder partnerships than for traditional contract-based relationships for development.

As for the governance of sustainable development, it is arguably moving away from multilateral treaties and implementation via state-based agencies and programmes. One of the key tenets of good governance for sustainable development, as identified in literature, is participation. Participation of citizens and businesses in government decision-making includes a multi-stakeholder approach (Sachs 2016). The study also explored any challenges presented by the new governance model presented by CSSPs which has been cited by Pattberg and Widerberg (2016) as fragmented governance that is characterized by unco-ordinated and non-hierarchical institutional arrangements.

Pattberg and Widerberg (2016) described CSSPs governance as fragmented governance structures that have often led to functional overlap and competition among partners, initiatives, and norms. Fragmentation could have negative effects on the governance architecture in the shape of inefficiencies and conflicting norms, goals, and policy processes (Pattberg & Widerberg, 2016). To illustrate the findings by Patteberg & Widerberg 2016, the links between financing and governance mechanisms and co-value production in CSSPs is illustrated figure 1 below.

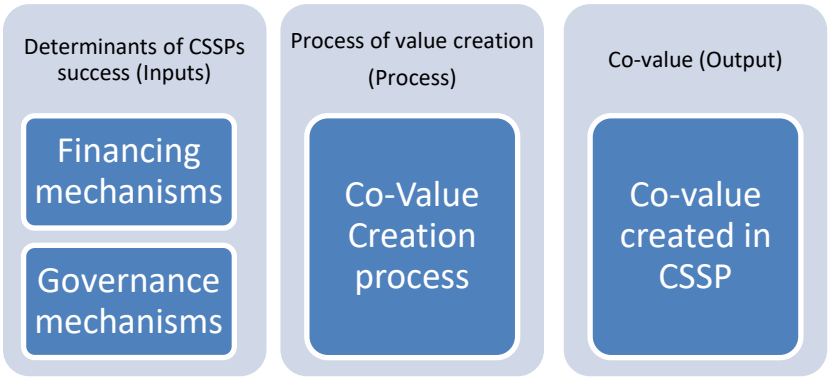


Figure 1: Relationship between financing, governance mechanism and co-value creation.

The research project sought to understand whether these funding and governance paradoxes and perceived funding shortages and governance gaps can be actively managed and still manage to create co-value in a water ecosystem (Pattberg & Widerberg, 2016).

2.3 Collaborative value creation in CSSPs that have divergent frames

As opposed to a commonly held assumption in the CSSP literature that divergent frames bring forth discourse in partnerships (Klitsie et al., 2018). “Frames are ‘schemata of interpretation’ that enable individuals ‘to locate, perceive, identify, and label’ what happens in the world around them” (Klitsie et al., 2018, p.405). It was also concluded that divergent “schemata of interpretation” do not have to result in an unanimous agreement around a single or convergent frame regarding a contentious issue (Klitsie et al., 2018). Rather, the successful collaboration between diverse partners can also be achieved by maintaining a productive tension between different frames through "optimal" frame plurality—not excessive frame variety that may prevent agreements from emerging. Optimal frame plurality was achieved by retaining a select few frames and the deletion of others toward achieving a narrowing frame bandwidth which results in the creation of co-value rather than discourse (Klitsie et al., 2018). Drawing on 27 interviews and over 3000 internal documents, Klitsie et al. (2018) conducted a single case study of an eight (8) year old case called the “*The Dutch Nutrient Platform (DNP)”* , studying the evolution of different frames used by diverse actors in a CSSP. Within the DNP, more than thirty partners worked together to create a market for recycled phosphorus. Despite technical, regulatory, and diverse stakeholders, the DNP nevertheless was able to co-ordinate the involvement of its diverse constituents and achieve significant regulatory reform. Key findings from Klitsie et al. (2018) are that sustained collaboration can be achieved by creating a “productive tension” from different frames and maintaining “optimal” frame plurality—arrangements arising from shifts in the partnership composition. Optimal frame plurality also

involves shaping which frames are selected, discarded, or retained. CSSPs are actors with different frames (the plurality of frames) and as the CSSPs changes and moves through different stages of evolution, the frames move through the stages of frame variation, selection, deletion, and retention building to the "optimal plurality state" that results in collaborative synergy and co-value creation (Klitsie et al., 2018). CSSPs are typically multiscale in nature and are increasingly important for advancing global dialogue and the post-2015 SDG agenda, typically viewed as a prominent governance mechanism in the international development architecture (Hazelwood, 2015). Table 3 illustrates a basic typology of the goals of typical CSSPs, also viewed as the value created by CSSPs (Hazelwood, 2015). Joint projects and programmes are typically developed to address a specific defined problem, whereas other strategic alliances and collective initiatives are more systemic in scope. A spectrum of value exists from joint projects to collective initiatives with less value created at low levels that are project and programme based to more systemic value, resulting in system wide transformation.

Table 3: A basic typology of CSSPs

Goal	Address a defined problem		Address a systemic challenge	
Model	**Joint project**	**Joint programme**	**Strategic Alliance**	**Collective impact**
Definition	Short-term, one time collaborative effort among a small set of partners, often to develop or pilot an innovative product or approach	Collaboration among small set of partners to implement a programme to address a specific aspect of a social problem	Platform for ongoing collaboration around one or more related social issues, aligning partners (typically ›5) in support of a common agenda and joint investments	Initiative based on long-term commitments to a common agenda by the group of cross-sector actors needed to realise system wide change around a social problem

Source: (Peterson, Mahmud, Bhavaraju and Mihaly 2014 *In* Hazlewood 2015:2)

Some CSSPs have had excellent transformative impacts, such as health-related partnerships like GAVI, the Global Fund to Fight AIDS, Tuberculosis, and Malaria, and the Forest Stewardship Council, however, Pattberg and Widerberg (2014) report that CSSPs have not reached their full potential and have not lived up to expectations. Pattberg and Widerberg, (2014) sampled 330 CSSPs and their research reveals that 38% of CSSPs are either not active or do not have any tangible output, whereas 26% show activities, but the activities are not aligned to their mandate and function. Reasons for the low level of effectiveness can be attributed to several factors. Firstly, because of the broad nature of the CSSP, some partners remain marginalised. There is a great level of lack of organizational capacity, resources, and transparency. Thus, there is a low level of institutionalisation of partnerships (Pattberg & Widerberg 2014:10-11). The current research explored the value created by CSSPs at the

different stages of partnership development to contribute to the current literature. CSSPs are, in essence, collective/ collaborative governance mechanisms, focusing on public value (Thindwa, 2015). “CSSPs are about sharing risks in society instead of shifting risks” (Global Knowledge Partnerships 2003:8). These CSSPs include a wide range of institutional activities and collaboration between government, private sector actors, civil society, and other multilateral actors to facilitate sustainable development (Hazelwood 2015). CSSPs are not contracting or outsourcing arrangements, nor are they public-private partnerships (PPPs), nor are they a replacement for institutional forms of democratic decision making (Nel, 2017). CSSPs can be initiated by an individual, government, or business that is concerned about a particular environmental issue. CSSPs are also extremely varied and are necessary because no one sector in society can deliver the complexities of sustainable development alone (Nel, 2017). Partnerships in CSSPs are greater than the sum of its parts and are about creating a lasting and meaningful impact, to promote an holistic approach to development and governance (Nel, 2017). This research is dedicated to understanding the value created by CSSPs at all stages of partnership development and also seeks to identify the corresponding funding mechanisms and governance structure evident at all stages.

2.4 Co-production of value in Cross Sector Social Partnership

Co-production introduces a fundamental shift in how value is produced in CSSP and how it is conceptualised. The mechanistic idea of value being a ‘product’ generated by the CSSPs system and delivered to partners and beneficiaries of sustainability is replaced by that of a ‘service’ co-created by the ecosystem system and the users of substantiality services. Fjeldstad et al. (2020) offer an approach for conceptualising value creation in complex service contexts that we believe is applicable to co-production of ecosystem services. Oliver et al. (2020) adapted Fjeldstad’s value creation model, based on a detailed case study of a renal haemodialysis service in Jonkoping, Sweden, which demonstrates co-production characteristics and key elements of

Fjeldstad's model. Methods and analysis as proposed by Oliver et al. (2020), gives a five- part co-production value creation model for healthcare service: (1) value chain, characterised by a standardised set of processes that serve a commonly occurring need; (2) value shop, which offers a customised response for unique cases; (3) a facilitated value network, which involves groups of individuals struggling with similar challenges; (4) interconnection between shop, chain and network elements and (5) leadership. Oliver et al. (2020) sought to articulate and assess cases. However, the current study sought to articulate and assess the value creation model through the work of a CSSPs comprised of diverse leaders from the private, public and NGO sectors, as well as other key stakeholders. Specifically, by examining what financing and governance mechanisms have been deployed by CSSPs to create co-value across the five-part co-production value creation model.

2.5 Multi-sectoral governance structures and governance evaluation

Multi-sectoral governance for key sectors such as health, information technology, and even the water and waste management sector has become a key area of interest for both practitioners and academics. Mahlangu et al. (2018) synthesized the literature on collaborations and found that multisector collaboration governance structures and mechanisms remain a complex phenomenon. Partnerships in CSSPs are greater than the sum of its parts and are about creating a lasting and meaningful impact, to promote an holistic approach to development and governance (Nel, 2017). Although the case for CSSPs has been widely established, there has been limited clarity about the process of partnership. The focus has been on describing key requirements that determine success and on the outcome of the multisector collaboration. There has been a noted limited explanation of the financing mechanism and governance structures seen particularly when multiple sectors are involved at multiple levels of government (Mahlangu et al., 2018). Furthermore, Mahlangu et al. (2018) identified seven key components

that are critical to the sustainability of multisector collaboration, namely,preconditions; key drivers; structure; mechanisms; administration; execution, and evaluation. They presented multisector collaboration as an iterative process that allows for improvement and learning. The framework presented by Mahlangu et al. (2018) is through a visual representation that shows how the seven elements are connected, and how learning happens throughout the multisector collaboration process. Governance and financing mechanisms are the two central and interrelated elements of the proposed framework (Mahlangu et. al, 2018). Central to this framework is the establishment of financing mechanisms for collaboration, which are often neglected in the literature (Mahlangu et.al, 2018).

Financing mechanisms are critical in driving the process of collaboration, beyond the establishment of the CSSPs governance structure and thereby ensures the sustainability of the CSSPs. The careful designing of a CSSPs governance structure is not in itself the only important factor connected to the sustainability of the CSSPs, these partnerships cannot function effectively without the right financing mechanisms. On the other hand, financing mechanisms alone will not be effective without a well-designed governance structure. The two are intertwined, hence the study explored the evolution of financing mechanisms of CSSPs through the different developmental stages of a partnership. Multi-sector participation is one of three sub-models that resulted from the splitting of the original model that resulted from the data analysis as part of a thesis entitled '*A theoretical for successful management of revenue for beneficiary communities of renewable energy companies in South Africa'* (Adendorff, 2018). The sub-model provides specific guidance for the multi-sector participation of enterprises, stakeholders, industry experts, and community development practitioners in the renewable energy sector to create a proactive, effective, and relevant decision-making process for achieving success in the management of revenue for beneficiary communities (Adendorff, 2018). To address the primary objective, several secondary objectives were formulated through

the development of a conceptual model consisting of identified variables based on a comprehensive survey of the related literature (Adendorff, 2018). By constructing a path diagram between the independent variable and subsequent intervening and dependent variables, appropriate hypotheses were developed (Adendorff, 2018). Primary data sourced from an identified national and international population of community management practitioners were collected, using an electronic measuring instrument. These data were analysed and tested empirically using structural equation modelling (Adendorff, 2018). The determinants that were identified through a review of the literature as elements of multi-sector participation that influences the success of revenue management for beneficiary communities for South African renewable energy companies included the use of outside advice, financial management, support services, and good governance. The current research identified all four elements that influence the success of CSSPs UWASP, these being outside advice, financial management, support services, and good governance as critical to value creation in CSSPs. It must be noted that the research reports back on two of the four elements, namely, financial management and good governance as key components of successful CSSPs. The research especially focused on these two as priority elements to check whether these are associated with value creation in CSSPs and/or are involved in the creation of a water sustainable ecosystem in South Africa. Adendorff (2018) lists good governance structures and activities as follows; the appointment of industry experts and service providers; the formation of multi-sector partnerships or collaborations; the management of finance and financial transactions; the monitoring, evaluation, and reporting of all activities; and the inclusion of policies and procedures in all management processes (Adendorff, 2018). The current research used semi-structured interviews to collect primary data and the researcher took some time to discuss the financing mechanisms and governance structure to check the depth of governance structures and activities.

2.6 A framework for multisector and multilevel collaboration development and value creation

The findings from Erickson et al. (2017) explore patterns across more than 200 partnerships, with a special focus on the momentum builders and pitfalls that drive CSSPs development over time. They considered similarities and differences among the CSSPs that concentrate on improving results within an existing health system in the United States of America compared to others that try to redesign the structure of the health ecosystem. In the e-survey they conducted, they prioritized the responses from the individuals who had larger leadership roles in the CSSPs. Their report provides practical recommendations to help CSSPs accelerate progress at any phase of development. The first section of the report describes the CSSPs according to geographic location and scope, answering questions, such as who is involved, where they focus their efforts, and their sources of authority to lead. The second section focused on how partnerships finance their efforts, including financing mechanisms and activities they may use, the scope of their staffing and budgets, and their financial planning endeavours. The third section explored phases of development and presented findings related to common momentum builders and pitfalls. The research by Erickson et al. (2017) was mixed whereby they used both quantitative and qualitative research methods where an e-survey and secondary data were collected from company documents. The current study is a qualitative research study, using a single case study and content analysis of primary data collected via interviews, secondary data sources and observation data from a specific key governance meeting. The secondary data collected was via CSSPs' internal and external documents. The current research report is similar to Erickson et al. (2017) in that it reports back on how partnerships finance their efforts, including funding mechanisms and activities they may use, and their financial planning endeavours. Also, the third section of the current report explored phases of partnership development and how this is related to partnership value creation. The current report is different

as it does not describe the CSSPs' profiles according to geographic location and scope. Concerning how multi-stakeholder partnerships finance their efforts, Erickson et al. (2017) found that long-term financial planning is both a practical imperative and the chief challenge for nearly all 237 CSSPs. The findings by Erickson et al. (2017) also suggested that most CSSPs operate without a robust financial infrastructure and, therefore, did not have dependable resources to deliver their full potential value. "Sustainable financing requires a balanced portfolio of both short- and long-term activities linked to an appropriate mix of funding sources and structures" (Erickson et al., 2017, p. 15). When these conditions are absent, most CSSPs are known to struggle in gathering dependable financial resources for their work (Erickson et al., 2017). Based on the report from Erickson et al.,(2017), it was also observed that most CSSPs did not appear to have a stable financial footing, which in turn, was reducing value creation across all levels of partnership development. For the financing mechanisms, Erickson et al. (2017) managed to identify a current mix of financing mechanisms and matched these to a dependability scale with grants and donations being the least dependable financing structure. Therefore, short-term financing was described as the least dependable with long-term financing being the most dependable. Other financing structures observed in this research included in-kind or barter trades, health system payments, loans, dues (earnings and legal settlements), gain sharing (shared earnings agreements), health and wellness trusts, and taxes (including waivers, levies, assessments, credits, etc.). These were placed in order of dependability on the scale with the most dependable in this case being taxes, etc. It would be interesting to investigate these findings from Erickson et al. (2017) in the context of a developing country, such as South Africa, as these results are from the United States of America (USA) based CSSPs. An in-depth single case study analysis was deployed to investigate these findings further. To understand the developmental stages of CSSPs, Erickson et al. (2017), used a core framework for Re-Think Health called the Pathway for Transforming Regional Health. The Pathway for Transforming

Health - known in the current study as “the Pathway” is a developmental framework built on insights from the veterans from Rethink Health who are changemakers and produce well-established principles of complex system changes, grounded on stewardship principles. The following is a summary of the defining characteristics at each phase in the Pathway. To better discern patterns across the spectrum from improvement through transformation, and due to a small number of responses in a few phases, Erickson et al. (2017) collapsed the Pathway into three broad categories—Earlier-, Middle-, and Later-phase efforts. By combining phases 1 and 2 (being campaign and engage), they formed the earlier phase, then phase 3, which is the align phase, constitutes the middle phase and then phase 4 and 5 (being redesign and integrate) was collapsed to form the later stage. Even more interesting is that Erickson et al. (2017) showed the changing pattern of experiences across the phases with certain “momentum builders and pitfalls”, depending on whether the partnerships are in the Earlier, Middle, or Later phase. The current research poses questions around the capacity of CSSPs to plan long-term sustainable projects that attract long-term and sustained financing. Another question that the researcher was exploring was around the financing decisions within CSSPs, an inquiry into how these are being determined, and what is being determined and why. The current research explored the current financial capabilities and financing mechanisms in CSSPs and investigated opportunities for a shift from existing activities by all participants, in the system via self-regulation or meta-governance. The research sought to explore the role of development finance in CSSPs as a source of sustainable financing. The mix of financing and governance mechanisms and the possible link to value creation in CSSPs, is their knowledge gap that the study explored. The relationship between the mechanisms and the value created in CSSPs was examined. The research study used the framework of development by Erickson et al. (2017), applying it to the South African CSSPs, in the water sector over five years with a key focus on financing mechanisms, and governance. The Pathway is a developmental framework that has been used

in the past to assess those CSSPs in the health sector, which are based in the United States of America (USA). Applying the framework to CSSPs involved in water sustainability in South Africa has led to common findings to the past research but also unique and different findings which, if incorporated into the framework, will enhance it and make it more relevant to be considered when assessing CSSPs in the water sector and also for other countries and regions outside the USA.

2.7 CSSPs performance measurement targets vs meta-governance for performance

Applying a difference-indifference methodology, Alonso and Andrews (2018), found that the use of explicit targets within performance contracts is an effective means for improving partnership outcomes, especially where partner diversity and partnership capabilities are high (Alonso & Andrews, 2018). Furthermore, there was evidence that target intensity is associated with stronger partnership performance (Alonso & Andrews, 2018). These findings suggest that contractual forms with explicit targets may be a particularly successful approach for enhancing the public value created by cross-sector partnerships. A downward turn in performance following the removal of targets lends further support to this conclusion (Alonso & Andrews, 2018). Cross-sector partnerships have become a vital means for creating value in pursuit of the public interest. In particular, the effective management of these partnerships is thought to hold the key to addressing the strategic financial and organizational challenges posed by major social and environmental issues, such as water scarcity and climate change. In this article, Alonso and Andrews (2018) combine data on waste recycling from 2003 to 2014 with information on performance contracts between local cross-sector partnerships and higher levels of government in England to quantify the impact of governance by targets on the performance of those partnerships. The benefits of target-setting for partnership performance were identified as even

stronger when partner diversity is high and partnership capabilities are strong (www.orca.cf.ac.uk).

2.8 Assessing governance effectiveness of Multi-Sector Partnerships that manage droughts

In a case study of The Jucar River Basin, located in Eastern Spain, a drought prone area, characterized by climate variability and water scarcity, evidence shows how the creation and institutionalisation of Multi-Sector Partnerships (MSPs) has supported the development of efficient drought management (Carmona et al., 2017).

Carmona et al. (2017) analysed the performance of one of the suggested instruments by the partnership related to drought management in the basin. Two methodologies were used for these purposes. On one hand, the Capital Approach Framework (CAF) was used to analyse the effectiveness of the governance processes in a particular partnership (Permanent Drought Commission). The CAF approach aims to highlight the governance strength and weakness of the MSP for enhancing drought management in the Jucar River Basin. Through a dynamic analysis of the changes that the partnership went through over time to successfully deal with droughts, the partnership's effectiveness on drought management is demonstrated. On the other hand, an econometric approach was used to analyse the economic efficiency of the emergency drought wells as one of the key drought mitigation measures suggested by the Permanent Drought Commission and implemented. The results demonstrate the potential and efficiency of applying drought wells as mitigation measures (Carmona et al., 2017). Overall governance strength and weaknesses of CSSPs have to be analysed alongside the lifeline of the CSSPs.

2.9 Experimental evidence of collaborative synergy and transforming value

Brettle and Alison (2012) provide evidence of collaborative value created in management research outputs which often bear little resemblance to management practice. Although there existed a past research–practice gap, there has been very little discussion in past literature about how the gap can be bridged, describing collaborative experiences from CSSPs such as Network for Business Sustainability (NBS). Brettle and Alison (2012) showed that the paradoxes underlying the relationship between research and practice make bridging this gap difficult. However, they argue that the reason why the research–practice gap endures is that bridging it is beyond the capabilities and scope of most individuals, and they call for the creation of intermediary organizations like the Network for Business Sustainability. The CSSPS, such as the NBS, is where collaborative value is created which results in covering the research-management gap. The outlining of some of the activities that can be undertaken by these boundary-spanning intermediary organizations (CSSPs), with the hopes of better aligning management research and practice have been listed by Brettle and Alison (2012). These include identifying research questions, sharing knowledge, disseminating and mobilizing knowledge and moving beyond ideas to action. The other key finding was on the role played by the boundary-spanning roles of intermediary organizations where collaborative value that transforms research outputs is found. Further evidence of this phenomenon is given by Hamann and Faccer (2018) where they argue that knowledge co-production will likely be frustrated unless the intersection between knowledge and participants' underlying interests is understood and catered for by CSSPs involved in research collaboration. "The resulting need for knowledge transformation has implications for the kind of interactions that must be facilitated between researchers and practitioners" (Hamann & Faccer, 2018, p.1). The CSSPs in research are an initiative that are more likely to achieve knowledge transformation if participants' personal identities and the collaboration's organizational identity involve some hybridity between

research and practice, and allow for a pluralist approach to knowledge (Hamann & Faccer, 2018).

2.10 Summary of Literature Review

Despite the contributions of these studies, some salient gaps remain in understanding the diverse financing mechanisms and governance of CSSPs for development. The universal set of studies identify financing mechanisms, financing capabilities, and governance structure as critical to how CSSPs create value at different stages of partnership development.

Gaps exist in how the identified factors are associated with the value created in CSSPs involved in water sustainability in South Africa. The research presents an opportunity to investigate these further and gain more understanding of the role of development finance in CSSPs involved in transforming water ecosystems. CSSPs have been identified as a relevant structure instead of a contract-based project for development. Coproduction and collaborative value is defined as a service not a product. Coproduction-value known as co-value is a construct used to define value and is usually illustrated through an iterative model that illustrates the value created (Oliver et al., 2020).

The research study explored the current financing mechanisms, and governance of CSSPs to assess if the *status quo* differs from contract-based projects which were used in the past as implementing organizations in water sustainability projects (Abell, Robin, Goldstein Alexandra , Lee Arcadia, Saunders Erin, 2018). The partners from the differing sectors initially hold different frames concerning the capital structure decision (this is the decision around what the optimal mix of capital required for successful CSSPs is) (Klitsie et al., 2018). Relevant financing structures and capabilities are key to the financing decision. The study seeks to

explore the concept of “optimal plurality” concerning the financing decision that results in collaborative value creation (Klitsie et al., 2018). Optimal frame plurality involves shaping which frames are selected, discarded, or retained for CSSPs value creation along the different stages of partnership development. The framework presented by Mahlangu et Al, (2018), is a visual representation that shows how some of the seven elements; key drivers; structure; mechanisms; administration; execution, and evaluation are critical in the process of multisector collaboration. CSSPs structure and mechanisms were identified as two central and interrelated elements of the proposed framework by Mahlangu et al. (2018). Governance mechanisms and the current CSSPs' financial structure is investigated in the current research to explore opportunities to be leveraged to access new forms of funding. The current research investigated the nature of financing structures (investment and financing decisions), financing mechanisms, and governance in CSSPs in South Africa.

CSSPs develop through the adapted Pathway by Erickson et al. (2017) where they move from an earlier phase to the middle phase and then a later phase. As the CSSPs move through the Pathway, they move from an improving state to a transformative state. From the literature, it is evident that there is a link between partnership capabilities, mechanisms, power dynamics, governance structures, processes, and systems and the value created in partnerships. For CSSPS to create an embedded or sustainable partnership, the CSSPs have to move through the continuum in partnership development. As the partnership moves through, there is a need to match financing mechanisms, and governance to the partnership development stage and to the value created. The research study explores how these mechanisms and governance structures are leveraged by the CSSP to achieve the goal of a water sustainable ecosystem in South Africa.

The value of collaborative value by CSSPs is also investigated in research networks and think tanks where superior research outputs have been achieved that better align management research and practice. Whether the same value is created by CSSPs involved in water sustainability projects is a question that the current study sought to explore and answer.

Chapter 3: Methodology

3.1 Introduction

This chapter outlines the methodological underpinning of this research. This chapter describes the research methods applied to answer the two main research questions as outlined in section 1.3.1 above. The researcher utilised an inductive qualitative methodology, which was exploratory. The research method implemented is within the exploratory research design using a single case study approach (Creswell, 2014). Most case study research starts from the desire to derive an in-depth understanding of a single or small number of "cases" set in their real context (Bromley, 1986; Yin, 2012). Yin (2012, p. 6) defined a case study as "A case is generally a bounded entity (a person, organization, behavioural condition, event or other social phenomena), but the boundary between the case and its contextual conditions - in both spatial and temporal dimensions – may be blurred". The Research Designed with all its facets is unpacked and discussed in the following sub-sections (Carmona et al., 2017).

3.2 Research Design

The research presents an opportunity to investigate these further and gain more understanding of the role of development finance in CSSPs involved in transforming water ecosystems. Additional aims of the research study are to investigate whether there are opportunities in the current CSSPs financial governance that can be used to invest sustainably in CSSPs that seek to address environmental challenges. Therefore, to achieve these research aims, the research questions, as stated in section 1.1.3, are asked. The research questions asked are qualitative, as they ask the questions "what" and "how". The research questions stated are best answered using a qualitative case study. It is also important to select the specific type of case study design that is guided by the overall study purpose. Yin (1994) categorizes case studies as explanatory, exploratory, or descriptive. He also differentiates between single, holistic case studies and

multiple-case studies. The study is defined as a single qualitative case study that can be categorised as exploratory. This type of case study is used to explore those situations in which the intervention being evaluated has no clear, single set of outcomes (Yin, 2014). The following are the key research design subjects used in the research project.

3.2.1 Case Study Selection

A popular theme for choosing a single case study is to choose an otherwise ordinary case that nevertheless has been associated with some unusually successful outcome (Yin, 2014). In this research, uWASP was chosen because these CSSPs have achieved some key milestones in creating a water sustainable ecosystem both locally and globally (WWF South Africa, Mondi South Africa, 2016). uWASP was an outcome of corporations in the Umhlathuze area and other key sector players coming together to respond to the water shortages experienced in the Umhlathuze Water Catchment Area (UWCA) in the year 2016. Water shortages were evidenced by low dam levels recorded in the year 2016 with the Goudertrouw Dam at 18% capacity in that year (WWF South Africa, Mondi South Africa, 2016). uWASP is not a water sustainability project that is a by-product of a water fund as is the case with, for example, the Greater Cape Town Water Fund (WWF South Africa, Mondi South Africa, 2016).

In addition to identifying the “case” and the specific “type” of case study to be conducted, researchers must consider if it is prudent to conduct a single case study or if a better understanding of the phenomenon will be gained through conducting a multiple case study (Gustafsson, 2017). Multiple cases allow a wider exploration of research questions and theoretical evolution (Gustafsson, 2017). However, multiple case studies can be enormously expensive and time-consuming to implement (Creswell, 2014). The existence of a phenomenon can also be fully described by single case studies (Gustafsson, 2017). The benefits of a single

case study are that they are not as expensive and time-consuming as multiple case studies. Single case studies are better when the writer wants to create a high-quality theory because this type produces an extra and better theory (Creswell, 2014). A single case study also enables a deeper understanding of the subject under study (Creswell, 2014). Other benefits are that single case studies can richly describe the existence of a phenomenon. In this case, it is better to use a single case study rather than a multiple case study because the study examined people and their interaction within a partnership made up of people from different sectors. The case study method "explores a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information and reports a case description and case themes" (Creswell, 2013, p. 97). When a single case study is used, one can also question old theoretical relationships and explore new ones (Creswell, 2014). In the research study, the Pathway for Development framework is a basis for exploring new relationships between financing mechanisms and governance of CSSPs and the value created in water ecosystems.

3.2.2 Unit of analysis

The idea behind a qualitative study is to purposefully select participants or a site or documents that will be used to answer the research questions (Creswell, 2014). The units of analysis are arguably the data points on which the researcher has gathered and analysed data (interviews, observations, archival documents). The units of analysis are therefore the key partner members in uWASP which include project management committee members and other key stakeholders of uWASP. The research study does not consider the financing mechanisms and governance of the partner organizations themselves, but is specifically exploring the financing mechanisms (both investment and financing decisions) made by the partners within the partnership. As for the financing capabilities, what is considered is the partner members' capabilities as the

decision-makers in uWASP and lastly, the governance activities by the partner members are under exploration. The establishment of boundaries in a qualitative case study design is similar to the development of inclusion and exclusion criteria for sample selection in a quantitative study. The difference is that these boundaries also indicate the breadth and depth of the study and not simply the sample to be included (Baxter & Jack, 2015).

3.2.3 Type of data; data collection instrument and data sources

Qualitative primary data was collected from individual partner representatives via semi-structured interviews and from attending a key meeting called the uWASP Partners platform held on Thursday 22 April 2021. Qualitative secondary data was collected from internal partnership documents. One of the trademarks of case study research is the use of multiple data sources, a strategy that also enhances data credibility (Patton, 1990; Yin, 2014; Baxter & Jack, 2015). Each data source contains one piece of information contributing to the researcher's understanding of the whole phenomenon. This convergence adds strength to the findings as the various strands of data are braided together to promote a greater understanding of the case (Creswell, 2014).

The partner representatives, also known as participants/respondents in the study, were interviewed using a semi-structured interview approach. Semi-structured interviews allow for a more in-depth and detailed collection of data that may be difficult to standardise across various respondents interviewed. In a more standardised interview, also known as structured interviews, conducting surveys that would not allow the same kind of in-depth collection of data is permissible and the collection of uniform data is allowed (Leacock et al., 2015). In the structured interview approach, a uniform context for all interview participants is assumed, however, in an unstructured interview approach there is no standardisation or uniformity in the

interview process (Adams et al., 2007). Semi-structured interviews were chosen as the most appropriate methodology and provided structure to the questions asked but also allowed participants to provide detailed explanations and additional clarity where it was required (Adams et al., 2007; Leacock et al., 2015).

Data collected also comprised secondary data collated through desktop research and included reports, internal PowerPoint presentations, meeting minutes, meeting agendas, news articles, and company websites disclosing financing mechanisms, capabilities, and governance of CSSPs. The last way data was collected was through the researcher observing one of the governance meetings called the Partners Platform, this constituted collecting data via direct observation. The researcher focused on observing human action, taking field notes, and reviewing presentation documents used by participants at the meeting (Baxter & Jack, 2015).

3.3 Identification of potential participants

The researcher approached the National Business Initiative (NBI), being a former employee of the NBI. All authorisations for using data gathered from the single case, being uWASP, were obtained both at the executive management level and project level (see Appendix B for the letter from an NBI director approving the research project). The NBI is a global network partner of the World Business Council for Sustainable Development (WBCSD), a partner of the CEO Water Mandate, We Mean Business (WMB) and of CDP and has significant experience in CSSPs for sustainable development (NBI, WWF South Africa, Mondi South Africa, UWASP, 2016). The NBI is the lead partner in uWASP where it holds a role as a project manager and secretariat of uWASP.

Access to contact details of potential participants was requested from the NBI. A sample of nine potential participants was identified by the researcher. These nine were all members of the uWASP project management committee team. This team was identified through NBI reports as

the level one decision-making team in uWASP. Once authorisations were granted, this served as the main reference point for all participants that were contacted for participation in this study. The nine members were accessible to the researcher via the NBI.

3.4 Dissemination of invitations

After initial presentation of the research project at a monthly project management committee, the NBI project manager sent an introductory email, written by the researcher, to the identified participants. This was done to legitimize the research project and served as an endorsement letter from the NBI. Attached to the introductory email were all approvals, including UCT Ethics Committee Approvals and the NBI's approvals. Soon after the Project managers' introductory email, the researcher had full access to all nine (9) potential participants.

After the first round of contacting potential participants, the researcher followed up with a second email to all participants requesting interview meetings and disseminating the individual participant consent form. Instructions were given in the email regarding sending back the consent form before attending the interview meeting. From then onward, the researcher coordinated interviewing schedules and any further communication, which in some cases, included telephone calls. Telephonic contact was only used as a follow-up process on unanswered emails that had been sent or upon the interviewee's request. All the participants were invited to take part in semi-structured interviews about their role and their experience at uWASP. Participants were granted anonymity in the interview process; therefore, their identity was not revealed in the write-up of this dissertation (Leacock et al., 2015). Further details regarding ethics and requesting consent are included in the Information Sheet and Consent Form included in Appendix A.

3.5 Data gathering and collection

The data gathering process was initially conducted over three months, starting October 2020 to December 2020. For triangulation purposes, the researcher also attended the uWASP Partners Platform virtually on Zoom on Thursday 22 April 2021, where observation data plus subsequent secondary data was combined. The data gathering process was done in three phases as described below:

3.5.1 Phase 1: Gathering data from primary sources

Once permission was granted in writing, primary data was collected by conducting semi-structured interviews with seven (7) project management committee members of uWASP. The interview participants were specifically asked to scan through the sample questions (Appendix B) before attending the interview via Zoom or Microsoft Teams. Interviews were held as per the agreed meeting date and time. They were also asked to come prepared to describe a positive and challenging experience about their work in developing the partnership with a specific focus on funding mechanisms, capabilities, and governance of uWASP. Where possible, interviews were conducted using the video option on either Zoom or Microsoft Teams. This was done to try to build rapport and encourage participants to reflect more on their experiences. Seven (7) out of the nine (9) responded positively giving a 78% positive response rate. However, two (2) out of the seven (7) interviews which are 29% of the total sample were conducted using the audio link only and the rest, being 71%, preferred video interviews. Interviews were between 45 - 60 minutes long as stipulated in the interview consent forms with one interview going for more than one and half hours. A total of 407 minutes was recorded giving approximately seven hours of audio collected and transcribed in Microsoft Word® as primary data. Verbatim transcription was applied for all recorded findings (Leacock et al., 2015). All interview notes, consent forms, and Excel spreadsheet interview notes were summarised and are on record.

A questions guide was prepared beforehand to drive the conversation (Appendix B) that contains a sample of research questions that were asked to try to understand how value is created in cross-sector social partnerships addressing environmental issues to give key focus on financing mechanisms, capabilities, and governance. The semi-structured approach allowed respondents to add additional insights as they related to the questions asked. It also allowed for clarification and confirmation of any responses, concepts, or occurrences explained by participants during the interview (Leacock et al., 2015). Overall, semi-structured interviews allowed the researcher to "obtain both retrospective and real-time accounts by those people experiencing the phenomenon of theoretical interest" (Gioia et al. 2013, p. 19).

The interview protocol for project committee management members was split into four distinct components. The first part, being the icebreaker, concentrated on the role played by that specific partner in uWASP, focusing on key projects and activities in which they are involved or those that they were leading. The second part of the interview was also the longest, focused on what funding and financing structures currently exist for the partnership and whether this funding is short-term or long-term in nature, This part also focused on future financing mechanisms and models used to build a water sustainable ecosystem in the UWCA. The third part was on the governance structures of uWASP, if there are in existence and their effectiveness, as well as their descriptions. Lastly, the final part of the interview focused on challenges being faced by uWASP, if any and looked at the financial sustainability of the partnership.

The seven (7) research interviews were recorded electronically through voice recording via Teams and Zoom. The duration of an interview averaged 45 minutes, with a total of nine hours of audio collected and transcribed in Microsoft Word as primary data. Verbatim transcription was applied for all recorded findings (Leacock et al., 2015). The recording of the uWASP

Partners Platform is 2 hours 28 minutes. The data was then analysed, coded, and categorised as specified in Section 3.6.

3.5.2 Phase 2: Gathering data from secondary sources

Other secondary data sources, including internal reports, meeting agenda and minutes, baseline studies, presentations, web-links, and company websites, were gathered. Initially, ten (10) internal documents and other research reports created within the partnership during the period 2016–2020, were directly accessed from the uWASP project managers. Two websites for two key projects institutionalised by UWASP were provided by the interview participants. Table 4 gives further details about the secondary data sources that were used in this research.

Table 4: Secondary Data Sample by Sector

Secondary data source	Type of data collected
Meeting minutes, agendas, monitoring, and evaluation research report (*From the Project manager representative*)	Eight (8) uWASP standing meeting agendas were collected and the subsequent detailed minutes of meetings. Only one (1) monitoring and evaluation research project report was collected.
Partners websites, for example, the NBI's website (https://www.nbi.org.za/)	Two (2) project performance reports and eight (8) internal presentations, for example, presentations by the private sector on the mulching project were accessed.
Partners subsidiary organization websites (https://thedfcd.com/)	Potential financing mechanisms, for example, the Dutch Fund for Climate and Development.
Partners Platform presentations *(Meeting held 24 April 2021)*	Key projects information and future workflows to be implemented by uWASP and its partners. For example, uWASP works with Siyazisiza Trust.

The secondary data sample was determined, based on convenience sampling, which is a form of non-probability sampling that involves drawing a sample of participants/artifacts that are readily accessible (du Plooy et al., 2014). These data were easily accessible as they were provided by the interviewed participants and by the project manager, which is the National Business Initiative. Most of the documents collected were internally focused, though some, such as marketing materials and official communication materials, were aimed specifically at external audiences. The internal documents were especially insightful for examining conflicting

views, while the externally aimed documents provided insights into some of the outcomes of these conflicts. Secondary data was used for triangulation. This approach encourages several methods to collect data and using these to cross-examine the data initially collected from the semi-structured interviews (Denzin, 1970; du Plooy et al., 2014). Themes were established on converging several sources of data or perspectives from participants. More secondary data in the form of partner presentations were collected after phase three of data collection was completed. This again was used to validate data collected from interview participants and even from some other secondary data sources that contained incomplete information, for example, meeting minutes that were not complete or well understood by the researcher.

3.5.3 Phase 3: Gathering data through ethnographic observations

Observation is a way of gathering data by watching behaviour, events, or noting physical characteristics in their natural setting (Creswell, 2014). Observations can be overt (everyone knows they are being observed) or covert (no one knows they are being observed and the observer is concealed). For this study, observations were covert for ethical clearance purposes. The benefit of covert observation is that people are more likely to behave naturally if they do not know they are being observed. However, one will typically need to conduct overt observations because of ethical problems related to concealing the researcher's observation. Observations can also be either direct or indirect. The current study was primarily a direct observation of key stakeholders in uWASP as they attended the Partners Platform and about 42 people attended the meeting. Direct observation is when you watch interactions, processes, or behaviours as they occur (Creswell, 2014).

Through observation, the researcher managed to observe uWASP operational and financial governance processes in real-time. Observation data collected was also used to verify data

collected from the semi-structured interviews and from other secondary data collected, such as meeting minutes and agendas where minimal data was recorded, and the researcher required clarification. The following is a list of all the presentations made at this meeting:

1. Reflections on uMhlathuze Water Stewardship Partnership - NBI
2. Update on uWASP's current initiatives and work areas - GIZ NatuReS
3. Update on uWASP's current initiatives and work areas - WWF South Africa
4. Overview of The Siyazisiza Trust - The Siyazisiza Trust
5. City of uMhlathuze sustainability initiatives - City of uMhlathuze
6. Envisaged water balance tool for the uMhlathuze Catchment - Association for Water & Rural Development

The meeting took 2hours 28 minutes in total. The researcher was present in the meeting for the full 2 hours 28 minutes. The researcher mostly wrote notes, followed the Zoom chat box, and observed the body language of both presenters and participants in-order to collect data. This meeting took place on Zoom and the link for the recording was given to the researcher by the uWASP project manager and is on record. Also, links to all the presentations listed above have been given to the researcher and have been added to the initial secondary data collected. All the data collected and categorised as observed data was analysed together with the primary data secondary data collected.

3.5.4 Data analysis processes and tools

The primary and secondary data were analysed using a general inductive approach called qualitative content analysis (du Plooy-Cillers, Davies, Bezuidenhout, 2014). This approach is characterised by a step-by-step examination of qualitative data through reviewing transcripts and other forms of text data to draw out themes and categories. The strength of the qualitative content analysis is that it is strictly controlled methodologically, and that the material is

analysed step-by-step (du Plooy-Cillers, et al., 2014). The core and central tool of any content analysis is its system of categories whereby every unit of analysis must be coded, that is to say, allocated to one or more categories (du Plooy-Cillers, et al., 2014). Categories are understood as the more or less operational definitions of variables.

Mayring (2002), as mentioned by du Plooy-Cillers, et al. (2014) developed the sequential model of qualitative content analysis and puts forward three distinct analytical procedures which may be carried out in qualitative content analysis and these are Data preparation and data reduction: Data explication, Data structuring and Data processing see figure 2 showing qualitative content analysis as a step-by-step process,

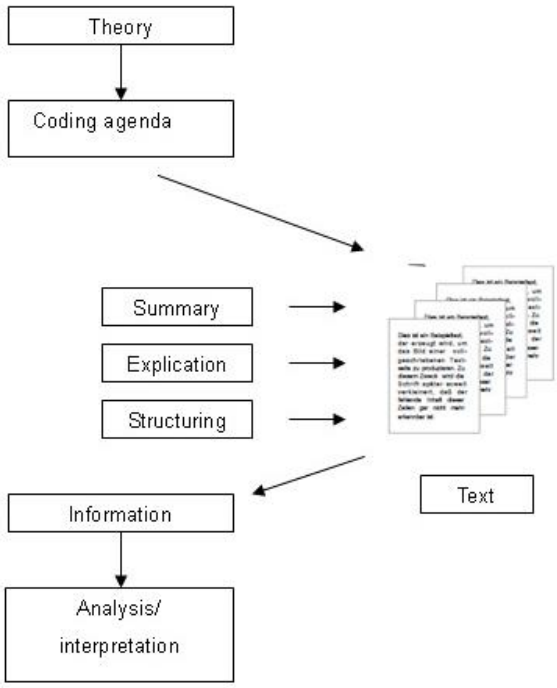


Figure 2: Basic proceeding of qualitative content analysis

(Source: Author based on Gläser & Laudel, 1999, p.4)

Like most general inductive approach methodologies, the qualitative content analysis also uses inductive reasoning, mainly because it involves an interactive process designed to condense raw data into categories or themes, based on valid inference and interpretation (du Plooy-Cillers, et al., 2014). This approach allows research findings to be drawn from the frequent and

recurring themes that emerge through analysis of gathered qualitative data (i.e., transcribed interview notes, reports, meeting minutes, meeting agenda, PowerPoint presentations, news articles, and company websites) without the constraints imposed by deductive analysis. A deductive approach often involves hypothesis testing and is more relevant to quantitative data analysis (Leacock et al., 2015). Furthermore, this general inductive approach was used as it allows for a large amount of qualitative text data to be categorised and grouped systematically and succinctly (du-Plooy- Cilliers et al., 2014).

In inductive reasoning, we move from the specific to the general and apply our findings to more abstract and broad theoretical constructs (du-Plooy, et al., 2014). For the research study, figure 2 summarises the steps applied in the data collection, analysis, and reporting process, and these are discussed in more detail in the sections that follow.

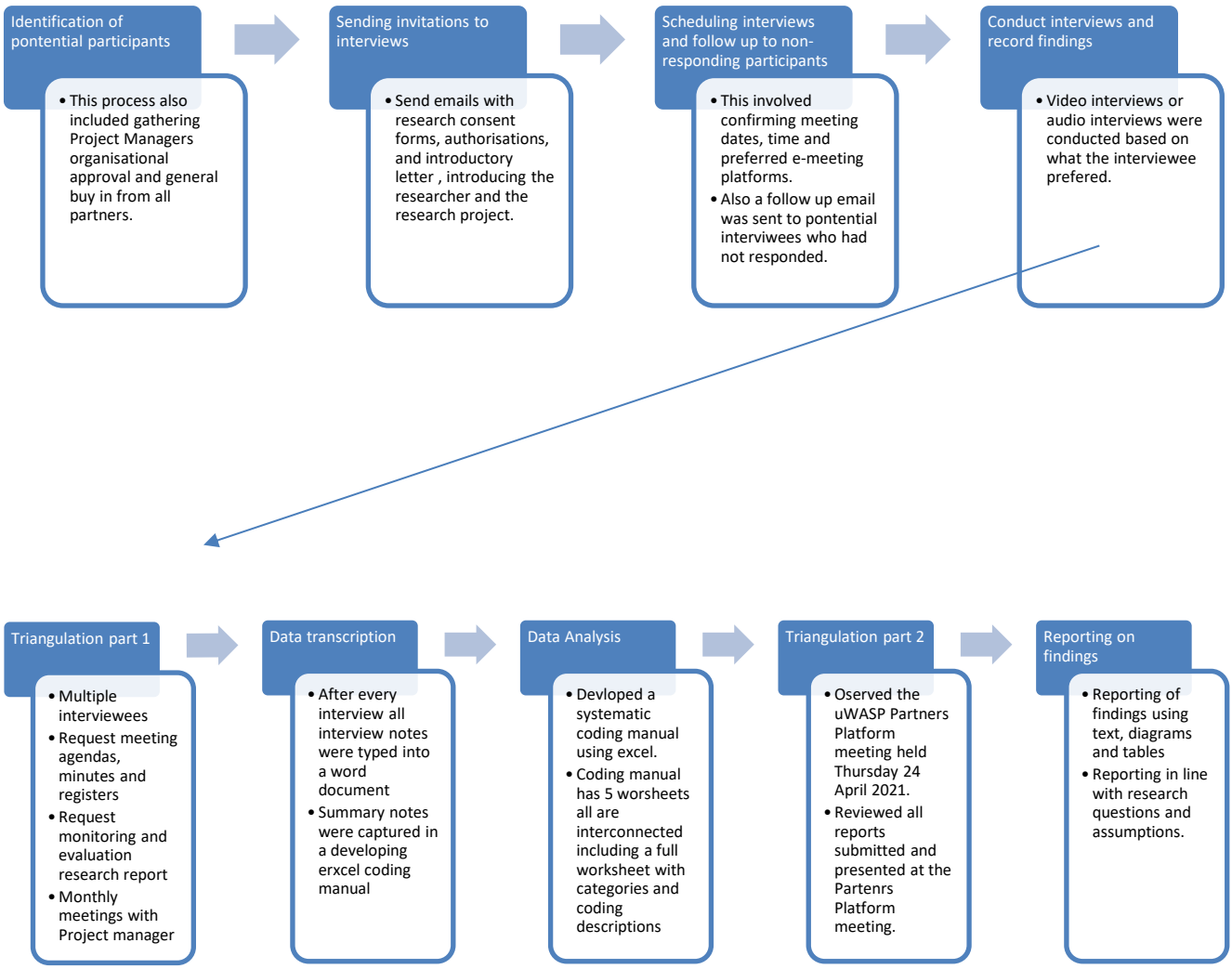


Figure 3: Process flow diagram - Data collection, analysis, and reporting

Source: Researcher's own construction

3.6 Sampling

For this research, the population to be considered is the population of CSSPs involved in water security in South Africa. United Nations (UN) Water defines water security as "the capacity of a population to safeguard sustainable access to adequate quantities of acceptable quality water for sustaining livelihoods, human well-being, and socioeconomic development,

for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems in a climate of peace and political stability" (https://www.unwater.org/publications/water-security-infographic/). The population of all CSSPs in South Africa was not considered as this could not be determined. CSSPs that are addressing water security issues were considered as an identifiable sub-category of CSSPs in South Africa. The researcher identified these as more homogeneous and hence visible than the large number of CSSPs involved in all 17 SDGs. CSSPS are a means of implementation, and a way of making financial resources go further, as promoted in the Sustainable Development Goals - Goal 17 (UNDESA, 2016); the researcher could not list all the CSSPs implementing the SDGs in South Africa but could identify CSSPs in water security in South Africa with reasonable ease.

South Africa has reformed its water sector through both principle and implementation (Nepfumbada & Seetal, 2020). The various frameworks proposed by the Department of Water Affairs and Forestry (DWAF) all place great emphasis on co-operative water governance (Water Services Act (1997b), The National Water Act (1998a), and National Environmental Management Act (1998b)). The Water Services Act and National Water Act are based on the Fundamental Principles and Objectives for a New Water Law for South Africa, established by the DWAF in 1997. The principles dictate the management of water "in a manner that optimizes the benefits for all parties in a spirit of mutual co-operation" (DWAF 1997a). This policy stance is encouraging to the implementation of CSSPs for water governance as the reforms have been underpinned by South Africa's commitment to principles of co-operative governance in water governance. The following list of CSSPs was gathered from an internet search and literature review - and the list was used to postulate the number of CSSPs in water security in South Africa. A province-by-province internet search for CSSPs implementing water security was

done and the following population of Eight (8) CSSPs in water security were identified: The International Hydrology Programme, The Sustainable Water Partnership (SWP), The Greater Cape Town Water Fund, Resilient Waters and its government partners, Olifants River Water Resource Development Project (ORWRDP), The uMhlathuze Water Stewardship Partnership (uWASP), The Gauteng Water Alliance and the Northern Cape Land Project. Mvula Trust and the CEO Water Mandate were excluded from the study. The following is a graphic representation of the population (based on a desktop search).

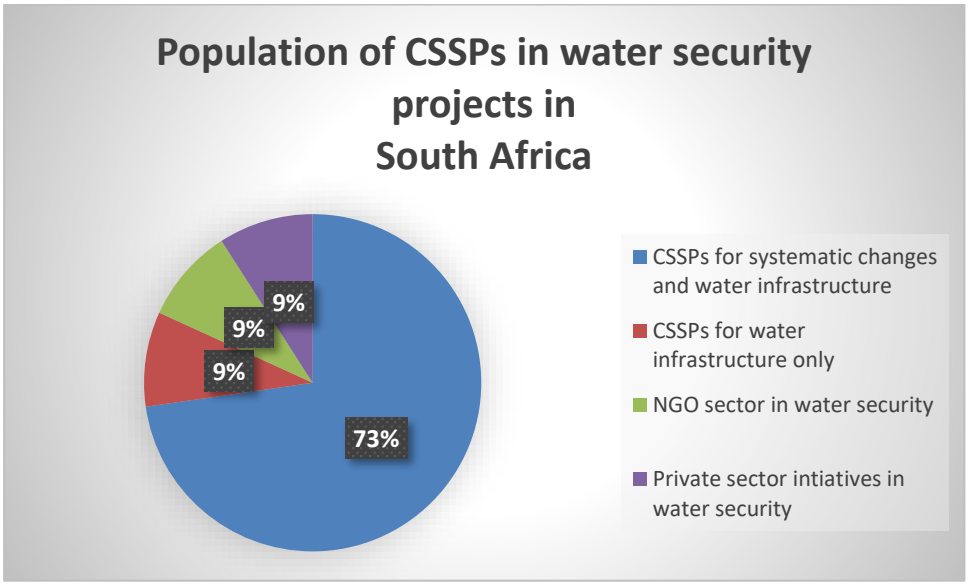


Figure 4: Population of CSSPs in water security

The CSSPs population for this study contained eight CSSPs, as described above, and out of these 73% of these are CSSPs that are addressing systematic changes and water infrastructure projects. Out of the 73%, uWASP is one of these CSSPs involved in both systematic changes and water infrastructure.

This study utilized a purposive sampling approach, which is a form of non-probability sampling. Purposive or judgement sampling is a frequently applied, conceptually driven approach. It involves the researcher deliberately and purposefully selecting the sample they believe can be the most fruitful in answering the research question (Farrugia, 2019). This

selection process can be guided by consideration of the qualities of potential participants that affect the contribution they could provide to the study (Creswell, 2014; Farrugia, 2019). A purposive sampling technique was utilised to engage participants accordingly as all participants engaged had to be key decision-makers in uWASP and most important, belong to the uWASP project committee team. The researcher considered their position in uWASP as well as their role in the partner organization and their level of involvement in uWASP as important in trying to answer the research questions. These players were expected to have the best recollection of the financial and governance matters of uWASP. The researcher specifically used a form of purposive sampling called homogeneous sampling. "Homogenous sampling aims to select a group of cases with similar backgrounds and experiences, simplifying analysis and facilitating group interviewing" (Farrugia, 2019, p. 2). Participants that best suited the set criteria as indicated in table 7 were included in the sample, therefore, using homogeneous sampling. All selected participants satisfied at least four out of the five characteristics, as illustrated in table 5.

Table 5: Participant characteristics

Participant #	Member of uWASP project committee	Potential funding role	Governance implementer	Has institutional memory	Fundraising role	YES/NO
1 (NGO 1)	✓	✓	✓	✓	X	YES
2 (Private company)	✓	✓	✓	✓	✓	YES
3 (NGO 2)	✓	✓	✓	✓	✓	YES
4 (NGO 2)	✓	✓	✓	✓	✓	YES
5 (Private company)	✓	✓	✓	✓	X	YES
6 Development Agency	✓	✓	✓	✓	✓	YES
7 (NGO 1)	✓	✓	✓	✓	✓	YES
8.Development Agency	✓	✓	✓	✓	✓	YES
9 (Private company)	✓	✓	✓	✓	X	YES

In this research, the researcher carefully selected the sample from an accessible population and through selected participants via set criteria. The advantage of this method is the assurance that

each element of the sample will assist with the research (du Plooy et al., 2014). The idea behind purposefully selecting participants or sites (documents or visual material) is that the selected participants will best assist in answering the research questions. This does not necessarily mean random sampling or selection of a large number of participants and sites (du Plooy et al., 2014) but rather a more enriched understanding of the phenomenon under study.

Figure 8 provides a summary of the participants interviewed, sorted by entity type. The participants were individuals from the different partner organizations found in different sectors of the economy. To comply with the anonymity, the participants are reflected by their sector identity.

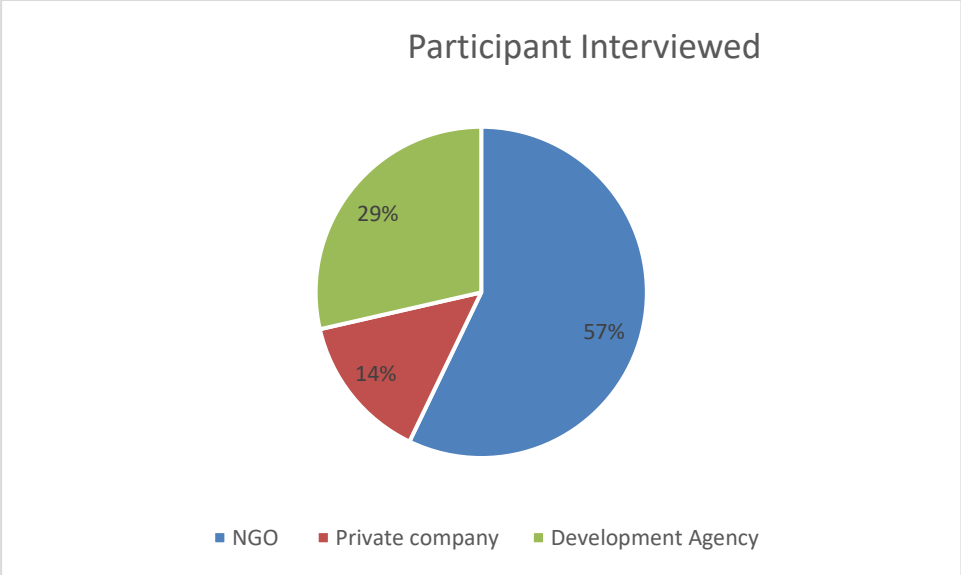


Figure 5: Pie Chart of participants interviewed.

The majority sector represented in the figure above is the NGO sector, followed by the development agency partners, and the last sector is the private sector. This has implications in data analysis and poses limitations on findings and interpretation thereof.

3.7 Data Triangulation

Following the in-depth, semi-structured interviews with the participants, the researchers decided to verify interview data with secondary data collected. This was done via two triangulation processes. The first triangulation cycle happened in tandem with primary data collection as the secondary data collected was also summarized and compared and contrasted to the summaries that were captured in the coding manual. This first phase allowed the researcher to check the extent to which all four questions had been truthfully, and objectively answered by respondents. Utilizing such an approach also allowed for improved triangulation, which can be defined as: "Triangulation entails using more than one method of investigation and source of data in the study of social phenomena so that findings can be cross-checked, and as a reliable and valid way to understand complex social realities…" (Bell et al., 2015, p. 45). Section 3.8 explains further how data collected from primary data sources was triangulated in this research study.

3.8 Data analysis and reporting

Qualitative content analysis was used to analyse the data collected. The qualitative content analysis mainly involves an interactive process designed to condense raw data into categories or themes based on valid inference and interpretation (du Plooy-Cillers, Davis & Bezuidenhout, 2014). Qualitative content analysis is most often used to analyse interview transcripts to reveal or model people's information, related behaviours and thoughts (du Plooy-Cillers et al., 2014). Qualitative content analysis involves an iterative process using inductive reasoning, by which themes and categories emerge from the data through the researcher's careful examination and constant comparison. It is important to note that qualitative content analysis does not need to exclude deductive reasoning (du Plooy-Cillers et al., 2014). Deductive reasoning involves generating concepts or variables from theory or previous studies and can be very useful for

qualitative research, especially at the inception of data analysis (Berg, 2001). The following steps have been taken to analyse the raw data collected from the research respondent's interviews that took place between the period 1 August 2020 to 15 December 2020 and observed data collected on the 24th of April 2021.

Step 1: Preparing and reducing Data

Firstly, the data collected from interview participants were transcribed into written text before analysis. The interview recordings were transcribed into 21 pages of written papers were collected from the seven interview respondents.

The written word document notes which were transcribed into long paragraphs in Microsoft Word were reduced into summary notes in Microsoft Excel, recorded per participant and question. This Excel worksheet contained a summary notes section, highlighted keywords and sentences by participants, key concepts emerging from each interview participant, and repeated narratives by respondents. The researcher named this Excel spreadsheet the coding manual, and this is where data were prepared for analysis.

Step 2: Explication

During this step, the units of analysis were identified as the key partner members in uWASP which include project management committee members and other key stakeholders of uWASP. Also, this step involves explaining, clarifying, and annotating the data collected in the excel spreadsheet named the coding manual. The researcher's initial intention was to use NVivo as the preferred qualitative date analysis system as NVivo had been stated as having very little or no influence on the design of the research. However, it was discovered that the presence of nodes in NVivo makes it more compatible with grounded theory and thematic analysis approaches (www.reserachgate.net). Moreover, the nodes provide 'a simple to work with structure' for creating codes and discovering themes The current research study used content

analysis and the research opted to use a manual coding process as this was more suitable. The NVivo software had the potential to make the researcher more creative and is less demanding. Manual qualitative data analysis is so demanding but the researcher preferred this extra pressure to enhance the coding experience; also no more than 100 transcripts were collected, and the chances that those sources could be read in detail is very high and because of the copy-cut-paste burden posed by the traditional manual analysis system into Excel, the manual coding system was chosen.

Step 3: Structuring

A system of categories is re-examined and revised, which necessitates a reappraisal of the data collected and prepared. In conducting qualitative content analysis, the idea is to group data into chunks and then assign them to broader categories of related meanings. This could be referred to as indexing textual units (du Plooy, 2014). In this way, the researcher managed to structure the data into codes and themes which could be applied to all the texts. The process of grouping data into categories is referred to as coding. Coding, in its most basic form, is the simple operation of identifying segments of meaning in the data and labelling them with a code, which can be defined as "a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data" (Saldaña 2015, p. 3; Lindberg & Korgaard, 2019).

For this study, a coding scheme was developed, both inductively and deductively. Inductive content analysis is particularly appropriate for studies that intend to develop theory, rather than those that intend to describe a phenomenon or verify an existing theory. Reasoning from the specific to general, that is, from the data to the theory, is the result of an inductive approach. The deductive content analysis enables the opposite of the inductive content analysis procedure in that this is used in studies that tend to test the relevance and applicability of past theories and

conceptual frameworks. Therefore, the deductive approach will move from general to specifics. The categories that were developed inductively include funding type, financing capabilities, governance structures, and governance capabilities. There is a strong tradition in qualitative research of developing codes "directly" from the data.

The other four categories came from deductive reasoning. To be specific, the following categories: partnership stage, partnership development, the value created, and funding mechanisms, were developed deductively; these were adopted from the developmental stages of CSSP the Pathway for Transforming Health - known in the current study as “the Pathway”. The deductive approach helps focus the coding on those issues that are known to be important in the existing literature, and it is often related to theory testing or theory refinement. It is also a helpful approach if the study aims to generalize analytically across cases (Rowley 2002; Eisenhardt 1989). Indeed, if the study is theory-driven, the theoretical framework may be converted into a coding framework. Even if one engages predominantly in deductive coding, the process can remain flexible.

The adoption of coding schemes developed in previous studies has the advantage of supporting the accumulation and comparison of research findings across multiple studies. The categories in the coding scheme were defined in a way that they are internally homogeneous and externally as heterogeneous as possible (Lincoln & Guba, 1985). Table 6 shows the codes that were determined using inductive and deductive reasoning.

Table 6: Summary of main categories

Codes through inductive reasoning	Codes through deductive reasoning
Financing capabilities	Partnership stage
Funding type	Partnership Development Stage
Governance structure	Value Creation
Governance capabilities	Funding mechanism

Combining inductive reasoning and deductive reasoning to determine codes is also known as abduction (Maxwell, (2013). The notion of abduction captures the combination of inductive and deductive elements of developing codes and suggests cycling back and forth between data and theory (Pierce, 1978; Maxwell, 2013).

Step 4: Processing:

Processing has three sub-steps: firstly, being the coding of data collected from one interviewee - also known as pilot coding and secondly, being the coding of all data collected from all interviewees. The third and final stage includes the results being processed, which includes analysis and interpreting the data.

3.9 Research Reliability and Validity

Threats to validity and reliability exist as the respondents might have provided inaccurate information in the research interviews conducted, resulting in the collection of inaccurate data (Carmona et al., 2017). This threat was addressed by triangulation of data sources. For example, meeting minutes were cross-checked for verification of key data, including confirming uWASP's key projects and workflows. Meeting agendas were also used to check whether governance processes and systems were in force. Triangulation was also applied by

interviewing more than one person per sector. Triangulation occurred in two phases. Cycle 1 triangulation involved using secondary data to confirm or refute the primary data collected. See table 7 to understand cycle 1 triangulation.

Table 7: Triangulation cycle 1

No	Name and writers	Summary Information
1	The uWASP River basin assessment and partnership formation. Compiled by WWF South Africa, Mondi South Africa, and the NBI. *Word Document (2014)*	Gives history of uWASP and confirms partnership's initial funding model.
2	Umhlathuze Water Stewardship State of the Catchment compiled by Candice Webb (2019) *Powerpoint Presentation (2019)*	Identified water risks in the catchment as well as significant water users and water allocations from the Goedertrouw Dam
3	The South African water context and global water stewardship landscape by Alex McNamara (2018) *Powerpoint presentation (2018)*	Global water stewardship landscape and South Africa's water context.
4	Introducing the Umhlathuze Water Stewardship Partnership by Mmphefo Twala, Dr. Faith Lawrence, and Dr. David Lindley *Powerpoint presentation (2020)*	The document highlighted key historical information about uWASP and also described uWASPs governance structures.
5	https://thedfcd.com/challenge/ The DFCD is led by the Dutch Entrepreneurial Development Bank, FMO. *Website*	The Dutch Fund for Climate and Development (DFCD) enables private sector investment in projects aimed at climate adaptation and mitigation in developing countries.
6	https://www.wwf.org.za/our_research/publications/ *Website*	WWF history in water security
7	ngopulse.org/organization/siyazisiza-trust *Website*	Training in water sustainable farming practices and market linkages for smallholder farmers in KZN.
8	Meeting minutes, agendas, monitoring, and evaluation research report. *Word and PDFs)*	Standing Agenda items for the project management committee.

From data aggregation, the data collected from both primary and secondary data were analyzed, considering the similarities and differences, thereby triangulating the data. Triangulation was used here to reduce systematic bias and allow for a better assessment of explanations that were coming from interview participants. Triangulation is widely recognized as being originally conceptualized by Webb et al. (1966) for quantitative researchers to use more than one method to develop measures of concepts, resulting in greater confidence in findings. However, Bell et al. (2015) noted that the triangulation technique can also be utilized within the context of qualitative research to validate answers given in interviews by participants and to further deepen the researchers' understanding of the issues at hand. Further triangulation was done using observation data collected as the researcher observed the uWASP partners platform held on Thursday 22 April 2021. Initially, this meeting had been postponed due to the Covid 19 pandemic as it was supposed to be held in December 2020. The following list illustrates cycle 2 triangulation as per the observed data collected.

List of Observed Data and cycle 2 triangulation illustrated.

1. Partners from all sectors were in attendance as well as extended stakeholders of uWASP. Government partners were also in attendance. More than 30 participants attended.
2. It was also observed that uWASP is redesigning key processes, with clear system goals and measures. It was also confirmed that uWASP currently requires new pooled resources, especially finances, to move to the next stage of partnership development.
3. Presentation by the Water Stewardship Manager and responses from the attendees - The presenter emphasized that uWASP is now involved in three key water stewardship programmes which are long term in nature; these include the Local Water Management Institution, Catchment Water Balance Dashboard, Water flow tracker, and Agriculture

4. Presentation by Project Committee member from one of the Development Agencies – It was confirmed that UWASP and its collaboration with Siyazisisa will catapult uWASP to sustainable value creation.
5. Presentation by implementing partners – An implementing firm presented results from the pilot study done on the implementation of the water flow monitoring tracker in Umhlathuze that will support adaptive water governance in the catchment.

Non-response bias occurred during the data collection phase, meaning that a low response or co-operation rate amongst potential interviewees contacted was experienced (Alhassan, 2017; Leacock et al., 2015). To reduce non-response bias, the interview with the one respondent from a private company was more detailed; it took just under an hour, a little more than the average 45 minutes taken for each interview. Also, observation data collected at the uWASP Partners Platform on 24 April 2021 was used to reduce non-response bias.

Furthermore, the risk of not being able to remember all aspects of discussions in interviews, also known as recall bias, existed (Leacock et al., 2015). Therefore, the method of recording responses and preparation for interviews by the interviewer was well-planned hence the usage of Teams and Zoom so that all conversations were recorded. The use of a voice-recorder further mitigated the risk of recall bias, as each interview was successfully voice recorded (Leacock et al., 2015). The risk of inaccurately interpreting the findings and explanations obtained from respondents also existed (Atieno, 2009). This was minimized through the interview process and by confirming understanding of findings throughout the discussions.

3.10 Limitations

The themes drawn from the research conducted with the primary and secondary data sample cannot be generalized across all CSSPs involved in water security in South Africa. It also cannot be generalized to apply to all other African countries. This shows a limitation in the

generalizability of the themes highlighted in the research findings, and the inability to generate a theory that is widely applicable to CSSPs involved in solving environmental challenges in South Africa (Leacock et al., 2015; Saldaña, 2016).

The secondary data could not be categorized according to the eight (8) categories as the primary data set. The secondary data that was collected was mostly from reports created for other audiences which raised challenges when identifying the unit of analysis. Therefore, the themes drawn from the secondary data are not as detailed as the primary data set.

After potential participants were identified and invited to partake in the study, there was a waiting period for their responses. Therefore, obtaining the necessary permission and confirmation of participation in the study often took a significant amount of time, potentially limiting the amount of participation in the study. Attempts to reduce this waiting period included actively following up with potential participants by telephone and email correspondence to obtain feedback. Therefore, every effort was made to get support and approvals from the NBI as the project coordinator and secretariat of uWASP as early as possible.

3.11 Summary of research methodology

A single case study methodology was selected as the most appropriate research methodology. The uWASP project committee members were selected as the units of analysis for developing the research. A purposive sampling methodology was utilized to identify participants to partake in semi-structured interviews; see section 3.5 and table 3 for the set criteria that were used in selecting the interview participants. Seven (7) out of nine (9) committee members participated in the study. The data emanating from the semi-structured interviews were summarized into summary notes which were captured in Excel before a full coding manual was developed. Four main codes were developed inductively from the captured summary notes and the other four

were determined from the re-think pathway framework. A full coding manual was then developed as the iterative process of qualitative content analysis was applied to data analysis. Triangulation of data occurred in two cycles as described above to increase the validity and reliability of the data collected. The research findings are presented in the following chapter.

Chapter 4: Research Findings

4.1 Key research findings

This chapter presents the findings that emerged from the analysis of data gathered from the seven project committee members of uWASP and from the observed data collected when the researcher attended the uWASP Partners Platform on the 24th of April 2021. Also included in the analysis are secondary data sources gathered in the form of both internal and external documents. Table 8 highlights the links between the interview protocol questions, the main research questions posed in chapter 1 above, and the findings.

Table 8: Linkages between the interview protocol, key findings, and research questions

Finding #	**Interview protocol question #**	**Interview respondent**	**Key findings**	**Research question answered**
1.	2a & 2b	1 to 7	CSSPs operate without a robust financial infrastructure using only grant funding to finance all stages of partnership development.	Research question 1
2.	2a & 2b	3,4, 5, 6 & 7	There is a shift from partnership funding to project-based funding in CSSPs involved in water sustainability as funders' preferences change.	Research question 1
3.	2a & 2b	2, 3, 6 & 7	Partners' strong financial management systems create strong system-wide financial management capabilities in CSSPs	Research question 1
4.	2c & 2d	1 ,2,3,5 &7	Operational cross-organizational governance	Research question 2

			structures are used as the main coordinating mechanism for CSSPs.	
5.	2b & 2d	2 & 7	Public sector funding is missing in funding long-term CSSPs that are involved in building sustainable water ecosystems.	Research question 1
6.	3a	1, 3, 4, 5& 7	Uses of funding in CSSPs involved in water sustainability in South Africa	Research question 2
7.	5	1, 2, 4, 5, 6, & 7	Perseverance of CSSPs involved in water sustainability despite the lack of consolidated and co-ordinated partnership measurements and the lack of central budgeting mechanisms	Research question 2

Source Author's own construction

Below, each of the findings is presented, and included are illustrative quotes to further demonstrate evidence and the rationale for interpretations of the data analysis process. The following table (Table 9) was adopted from the analytical memos and Excel summary notes and is a full list of all the interview participants placed in order of participation.

Table 9: Interview respondents list

Interview Number	Respondent description
Interviewee # 1	NGO # 1 first interviewee
Interviewee # 2	Private Company 1 interviewee
Interviewee # 3	NGO # 2 first interviewee
Interviewee # 4	NGO # 2 second interviewee
Interviewee # 5	Development Partner 1 first interviewee
Interviewee # 6	NGO # 1 second interviewee
Interviewee # 7	Development Partner 2 first interviewee

4.2 Key Findings

The first section listed the combined findings from primary, secondary data, and observed data and presents an overview of key findings from the analysed data from the uWASP case study. The first section, 4.1, is subdivided into the seven key findings as listed in table 10 above. The first sub-section is 4.1.1 and focuses on explaining how grant funding from development institutions and private sector companies the main source of funding for CSSPs is. The second sub-section, being section 4.1.2 in the report, discusses the shift from partnership funding to project-based funding that exists in CSSPs involved in water sustainability as they move through the partnership development stages. The third sub-section, 4.1.3, discusses how CSSPs project committee members generally possess medium to high-level financial management capabilities for sustainable financing of water ecosystems. The fourth sub-section, 4.1.4, explains operational cross-organizational governance structures that are used as the main coordinating mechanism for CSSPs. The fifth sub-section, 4.1.5, discusses how public sector funding is the missing link in funding long-term CSSPs that are involved in building sustainable water ecosystems. The sixth sub-section, 4.1.6, explores the uses of funding in CSSPs involved

in water sustainability in South Africa, and the last sub-section, 4.1.7, discusses the resilience of CSSPs despite missing key performance management systems and lacking financial budgeting cycles in their governance structures.

The next section is section 4.2, where the researcher applies the Re-think framework to the research findings. The section matches the findings to the existing theory, focusing on commonalities and gaps in the framework emerging from the research findings.

The third section, being section 4.3, is a discussion on the validity and reliability of the finding's analytical technique.

4.2.1 The absence of robust financial infrastructures in CSSPs involved in water sustainability projects.

The research study revealed the current financing mechanism for uWASP is grant funding only which is short-term in nature. Medium to long-term financing mechanisms were evidently missing in the financial mechanisms mix in the uWASP programme, The research also managed to match the financing mechanisms to the partnership development phase using the Re-Think framework of partnership development stages by Erickson. et al. (2017). In the framework, short-term financing is originally matched with the early phase and the middle phase, and a more long-term financing structure is matched to the later phase. The case study investigated the initial 5-year period in which UWASP has operated from its inception in 2016 to the year 2020. Short-term financing in the form of grant funding, either from private sector partners or development partners, was used to fund both the pilot phase and the inception phase of uWASP. The grant funding from the private sector is disbursed via the company's Corporate Social Responsibility (CSR) budget. The grant funding from development partners, such as the GIZ and WWF, is disbursed directly from development partner water conversations or water sustainability budgets. Other financing structures observed in this research included in-kind and

technical assistance funding from the development agencies as partners of uWASP. The following are some interviewee responses; these being direct quotations from the interviewees.

"As Company A we have been one of the founding members of uWASP and have always funded uWASP via short-term cycle grant funding. We have done this through our Corporate Social Investment budget" Interviewee # 2

"When we first started, we received grant funding firstly from the NGO grant passed down from Company A, secondly Company B also gave us a grant for us to fund some of the key inception projects, and lastly, we received funding from the two development agencies as well. Interviewee # 7

"In 2020, another Company C also provided us with grant fund to fund the provision of a business case consulting project to be undertaken by Pegasus Consulting. The study by Pegasus was designed to understand how uWASP will fund the next phase of its life cycle specifically looking into new funding models." Interviewee # 1

"Through the donation of a drone and the provision of adequate training, the municipality can now use the drone for: Leak detection –using an infrared camera; Point leak detection –High-level reservoirs; River flow investigation –illegal structures; Invasive plant spices; Population count; Construction management progress reports; Spillage identification and Quantity survey. The result of this intervention is better service delivery and development planning to communities, water demand management, budgetary planning, and water loss reduction" PowerPoint presentation entitled 'Reflections on UWASP's 5th Birthday' April 2021.

The study managed to identify the current financing structure of uWASP as a 100% grant funding structure. However, this grant funding could be further broken down into two types of funding structures, these being: project funding and partnership funding.

Project funding was described as funding that is directly disbursed to a project and not via uWASP's central budget. The following is one of the interviewee's comments when describing project funding.

"Project funding is where the grant funding is disbursed directly to a specific uWASP project and not to the secretariat of the CSSPs". Interviewee # 2

The second type of funding used by uWASP is grant funding awarded directly to the uWASP secretariat and is disbursed via the uWASP project committee management team. In this report, this is termed partnership funding and is typically disbursed via the uWASP secretariat. The findings also showed that currently, uWASP is experiencing limited partnership funding. Partnership funding is key to partnership development (Visser et al., 2017). In the uWASP partnership, funding was used to catapult growth in the CSSP from inception to the establishment of the partnership. It was evident that in the beginning, the uWASP secretariat used grant funding to conduct an extensive baseline study and this work included strong grassroots research and stakeholder engagement.

The following is a list of other quotations that could be used to establish the above findings;

"Funds for partnership funding comes from the few corporates and partners. This funding is mostly grant funding and is currently dwindling. There is need for more fundraising efforts in uWASP". Interviewee # 4

"Our role as a founding member of uWASP and the longest staff members of UWASP has been instrumental in raising partnership funding for uWASP. Our role is also to build bridges with the government for uWASP and also to build political support for uWASP in the area of Umhlathuze." Interviewee # 6

"Our role as a development partner in uWASP is to provide grant funding and technical assistance." Interviewee # 5

4.2.2 As funders' preferences change there is shift from partnership funding to project-based funding in CSSPs involved in water sustainability.

Currently in the uWASP partnership, funding has significantly diminished because one of the private sector partners has experienced significant revenue losses and has had to cut its CSI budget. Also, one of the development agencies has decided to only fund projects directly instead of via the partnership. The project funding model has emerged as the preferred funding model for most development agencies. There has been a shift in focus by partners from partnership funding to project base funding as this aligns with partner internal changes and preferences.

Interviewee # 5 said, *"Currently funding by the Development Agency is on a project basis, for example, we have recently funded drone technology to investigate water losses -it was found that water losses were largely due to population growth, not water losses."*

This general shift has generally increased project-based funding and has left a gap in partnership funding. This derails the growth and development of the partnership into a more sustainable structure in the future. As a result of limited partnership funding, uWASP has a high staff turnover and has high transactional costs relating to relationship building that must be repeated each time a staff member is lost.

Interview # 1 had this to say *"uWASP has survived some long period without required personnel, because of huge staff turnover resulting from low levels of partnership funding, however, key workflows and project objectives have always been met. "*

The current lack of partnership funding leaves the partnership understaffed and leaves the project manager relying on consultants for core partnership activities. The partnership recently appointed a couple of consulting firms to cover this gap. One of these firms is involved in a pre-inception project for the establishment of a Water User Institution. The consulting firm managed to get project funding from one of the corporates during the Partners Platform meeting on 24 April 2021. The firm will implement a water flow tracker system for the UWCA which will be used as a key monitoring and evaluation tool to ensure water sustainability in the catchment area. At the Partners Platform meeting, the consulting firm presented the proposal of the water flow tracker and indicated the project implementation stage had been halted as partnership funds were constrained. Company C then responded by pledging grant funding for the project. In the past, Company C has preferred to disburse funds via the uWASP management committee, being partnership funding. This finding about the change in funding mechanisms as a choice by funders raises a key foundational question about the demand and supply of money and the impact therefore on systems performance and value creation in organizations' money.

Whether money is exogenous or endogenous is the subject of one of the most important and intriguing debates in the monetary economics. The discussion of whether the money supply is a cause or an effect of economic activity goes back to the dispute between the Currency School and the Banking School, if not before (Sieroń, 2019). Money can be viewed as an exogenous

creation of law and the state. On the other hand, Menger (1871, 1883, 1892) developed the concept of spontaneous or the "organic" genesis of money, which eventually became the mainstream theory of the origin of money. According to him, money was not the top-down result of an act of will, but the unplanned product of market mechanisms. Money evolved spontaneously in the market through the self-interested actions of individuals who wanted to improve their position. For this research study, money is exogenous when its determinants do not include influence what is demanded by the CSSPs – in this case the need for long term partnership funding. The supply of money in this research is not endogenous as it is not being determined by the partnership development model (Sieroń, 2019). The project inception documents had all key preferred financing mechanisms that had been identified to fund uWASP, however evidence from the research shows the exogeneity of money supply in CSSPs involved in Water Sustainability in South Africa.

4.2.3 Partners' strong financial management systems create strong system-wide financial management capabilities in CSSPs

It was also discovered from primary data collected that since the inception of uWASP, the NBI had been appointed as a co-ordinator/secretariat of uWASP. According to one of the participants, the NBI's financial management capabilities were solely used by this CSSP. One of the NBI representatives and two other project management committee members possessed financially medium to high financial management capabilities in uWASP. The one NBI member and the other two members have therefore been responsible for allocating and accounting for all partnership funding and fundraising. It was reported by one of the participants that all partners are on board with this current financial management system as the NBI has received clean audits during the 5-year period it has been instituted.

"uWASP is an established partnership for water security and water governance that has been successful operationally and financially. With minimal financial capabilities and resources,

uWASP is now an established partnership in the catchment and may be replicated in other catchment areas in South Africa." Interviewee # 3

"There is a need for our organization to contribute to the uWASP fundraising efforts, I am looking forward to key fundraising contributions by my colleague who has more financial management training than myself. I am a water conversationist and have felt limited in this area". Interviewee # 3

"I am also aware that my mother organisation has funds available for water sustainability projects under the DCFD fund. I am however unable to assist the partnership in getting access to these funds as I am limited in my knowledge regarding other forms of funding suitable for uWASP". Interviewee # 3

"uWASPs next phase of partnership development requires a more robust fundraising model. For our investment-ready projects, we can think about a business case type funding model going forward." Interviewee # 4

"The lack of co-ordinated fundraising and co-ordinated monitoring and evaluation efforts is a huge risk to the sustainability and scalability of uWASP". Interviewee # 5

The financial capabilities of uWASP project committee members were mostly scored as medium financial capabilities. This level is described as basic level capabilities plus the participant is involved in the setting of standards and best practices in financial management procedures. The basic level capabilities exist when a participant is contributing any of the following or a combination of all (financial contribution, passion, and technical assistance

contribution only). Four of seven uWASP project committee members are not contributing to the capital structure decisions and are focusing on operational monitoring and evaluation only. Financial management was identified by Mahlangu et al. (2019) as one of the critical elements to a successful CSSPs and is key to attracting long-term funding that will be matched to long-term investments.

As for the CSSP's financial capabilities which enable them to identify and deploy financial capital, 14% of the interviewed participants in uWASP confirmed they only possessed technical assistance level capabilities. In other words, they can contribute technical assistance only and were not involved in any form of fundraising and financing activities in uWASP. They confirmed the following.

"Only a select few of the project committee members are involved in fundraising or any financing activities. My role is to co-ordinate all partners, making sure project timelines and resources are used effectively. Fundraising is the job of three project committee members. "Interviewee # 1(NGO1.1)

The research also found that 43% of the interviewed participants demonstrated elementary financial capabilities. Elementary financial capabilities were described in the coding manual as not having financing and investment capabilities for fundraising and appraising sustainable projects. One of the three participants above said the following.

'My mother organization was recently appointed as a chief secretariat of the Dutch Climate fund for development (DCFD) and I am wondering whether more sustainable funding may be

sourced for uWASP in the future. I would like to get more information about sustainable financing schemes for the sustainable funding of uWASP projects." Interviewee # 2_ NGO (2.1)

It was also evident that 43% of the participants were "somewhat" confident in their financing capabilities where they confessed intermediate skills. This code was described as having more grant funding experience and investment capabilities and limited capabilities for sustainability financing when it comes to environmental concerns that affect communities. These three also included the private company representative who was very confident of his skills in the business context but not in the context of uWASP. Interviewee # 2 (private company) highlighted how they have funded water sustainability for more than 25 years, using the corporate's corporate social investment budget and has never engaged in any social or environmental issues on a business case basis. This highlighted the gap that exists in corporates where they are not experienced in sustainable development financing and where they invest using core funds with a perspective of getting risk-adjusted returns in the future.

"Generally, I am very capable at managing and appraising my mother body's financials which then disburse project-based funding to uWASP. Without co-ordinated data and impact reports produced by UWASP only project-specific funding will be permissible" Interviewee # 7

4.2.4 Operational cross-organizational governance mechanisms are used as the main co-ordinating mechanism for CSSPs.

The findings showed that there are undisputed operational cross-organizational governance mechanisms in uWASP and there are medium-level governance competencies. As described in the codes, the medium-level skills were short of professional levels as financing matters were not a standing matter always on the sample agendas that were reviewed. Also, all committee members alluded to the fact that not much has been invested in the following activities: financial

budgeting processes and plans, issues around the institutionalization of uWASP, focussed financial strategic planning, and implementation of co-ordinated monitoring and evaluation system and reporting. Transcendent cross-organizational financial governance mechanisms are absent in uWASP; this involves over and above the detailed operational governance mechanisms and processes that exist in uWASP currently.

They are two main governance bodies that exist in uWASP (see figure 5 below). The members of the management committee are well represented, and minutes and registers were submitted to the researcher for verification.

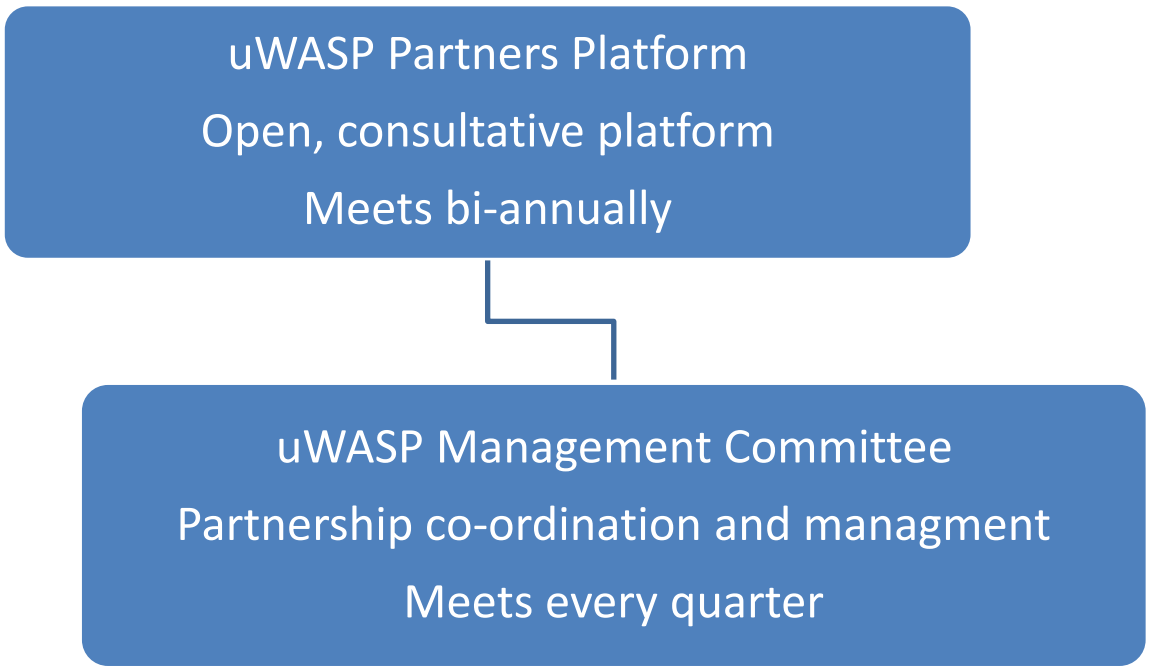


Figure 6: uWASP Governance bodies

Accountability channels are via these two governance bodies with the uWASP Management committee being the steering committee directing, managing, and monitoring all uWASP projects. Greater financial co-ordination and co-dependence among organizations, as well as

improved governance structures are critical for uWASP to move along the pathway to the later phase in partnership development.

Over 40 stakeholders attended the uWASP Partners Platform meeting held on Thursday 24, 2021, here all sectors were able to present current workings with uWASP. This meeting marked uWASP's 5th birthday. It was announced that uWASP is now entering a new phase in its partnership life stage. At this meeting, the current key projects were presented, and stakeholders were allowed to ask questions. Also, key learnings from past projects were presented. Lastly, future projects and pilot projects were presented, and insights were given as to the need for more financing mechanisms to fund these key future projects. It is at this meeting that the researcher also verified that there is a need for improved financial governance mechanisms in uWASP. At this meeting, one of the corporates in attendance then later pledged more funds to specifically fund the development of a water flow tracker by uWASP. This significant event showed the gap that exists when it comes to fundraising and financial governance mechanisms in uWASP. The status needs to be leveraged to serve uWASP's next phase of the partnership.

4.2.5 Public sector funding is missing in funding long-term CSSPs that are involved in building sustainable water ecosystems

Municipal funding and any other sources of public sector funding are not evident in uWASP. This key funding gap has a direct impact on the release of the latent co-value that exists in a CSSP. Key projects in WASP are funded by grant funding from the private sector and development agencies. As noted in most key presentation documents collected by the researcher, corporate funding was directed to key projects as preferred by the company and funds from development agencies were disbursed through key partners. Public finding further validates the "pivot" phase which was identified in the data. This shortage in funding is a key characteristic of CSSPs that find themselves in the pivot phase of partnership development.

An example is the PowerPoint presentation documents presented by a key development agency on the donation made in the form of drone technology in order to assess water losses and other causes of water shortages in the UWCA.

4.2.6 Uses of funding in CSSPs involved in water sustainability in South Africa

In the uWASP partnership, funding was used to catapult growth in the CSSP from inception to the establishment of the partnership. It was evident that, in the beginning, the uWASP secretariat used grant funding to conduct an extensive baseline study and this work included strong grassroots research and stakeholder engagement. Partnership funding was also used to establish the partnership's operational and governance structures. This is in line with theory whereby partnership funding has been identified as key to partnership development and establishment (Visser et al., 2017).

The following is a list of the long-term investment opportunities/assets in which uWASP has invested. These long-term opportunities are currently funded by short-term funds despite being long-term in nature. These are therefore mismatched; there are long-term projects that are being financed by short-term funding. These opportunities were identified via the primary data collected in the research study.

1. **Formation of the Umhlathuze Water User Management Initiative.**

   "Pegasus, a consulting firm, has been contracted to look into the modalities of establishing the Water Management Institution and specifically how this water governance body should be funded in the future". Interviewee # 6

2. **Agriculture Water Accountability via Water Metering. The high demand for water metering is from citrus farmers and other farming community members in the area.**

"The water metering project has been under-funded and requires the local farmers to finance their water meters. The is a need for sustainable funding for water meters" (Interviewee # 2)

3. **Investment in sustainable grazing training for local uMhlatuze farmers.**

   "The local beef farmers have been trained in sustainable grazing methods that protect the uMhlatuze wetlands. There is however need for funding for investment into value chain structures to help local beef farmers with a direct market to offload herds and maintain herds that are water sustainable." (Interviewee # 2)

4. **Development of a water flow tracker which includes restoration of dam level measurement tools.**

   "Paying the retired dam manager to train the community on dam releases on a medium to long term basis is an imperative for my organization, also the institution of a water flow tracker in the region will assist in the monitoring and evaluation of dam water levels in uMmhlatuze region" (Interviewee # 5)

5. **Downstream water-use efficiency and water losses via long-term collaborations with key stakeholders.**

   "uWASP is collaborating with Siyazisiza Trust to assist smallholder community farmers and agricultural enterprises in the uMhlathuze water catchment area to improve their livelihoods through producing products that are resilient to climate change" (Interviewee # 6)

6. **Pilot partnership projects that can be replicated by other private companies, for example, the Mondi Mulching project.**

   "The Mondi Mulching project – whereby the processed and treated wood may be sold to local farmers to be used as manure. This pilot project may be replicated by other

corporates and has significant benefits to the water ecosystem if all toxic chemicals are eliminated from the mulch before use by farmers. (Interviewee #2)

7. **Developing a Water Balance Dashboard Data Application.**

   "Monetizing the Water Balance Dashboard Data App is another avenue for long-term partnership funding. uWASP needs to look into monetizing data and coming up with water systems together with the city officials where water fees are paid based on usage, not water allocation." Interviewee #5

From the list above, it can be observed these seven identified investment opportunities are long-term in nature and require to be matched to long-term funding. The later phase in partnership development requires leaders to alter current business models, change core practices and cultures, and design reward systems that provide incentives for new allocations or new behaviours in funding (Erickson et al., 2017).

4.2.7 Perseverance of CSSPs involved in water sustainability despite the lack of consolidated and co-ordinated partnership measurements and central budgeting mechanisms.

uWASP is moving forward in creating a water sustainable ecosystem in Umhlathuze, despite key gaps in governance mechanisms. uWASP currently does not have co-ordinated and consolidated partnership data measurement tools. The partnership does not have tools to measure impact and return on all initiatives implemented, data is reported only via quarterly partnership PowerPoint slides. This is despite key successes mentioned by all participants. It was observed that performance measurements are currently undertaken in silos and that there is a need for both central budgeting and performance measurement. The absence of a central knowledge management system leads to the absence of lifecycle funding for long-term projects.

There is no clear financial sustainability plan of uWASP (institutionalization of uWASP was only mentioned by one participant, for example).

"We have not taken time to figure out how to institutionalise uWASP and this is an idea that the City of uMhlathuze (COU) will surely benefit from. We do recognise that this discussion needs to occur especially for us as uWASP secretariat". (Interviewee # 7)

Another key challenge for uWASP is around the role played by NGOs in uWASP which, in most cases, both NGOs take a leading role. This role is threatened by the tension inherent in NGOs where their mandate and context diverge. The pivotal stage requires a shift in thinking from short-term to long-term and from being strategic about moving from the "not for profit projects" to more of those impact adjusted projects that have a profit focus. Pooled resources (including funding) and new allocation strategies are of the utmost importance in this pivot phase where latent co-value exists.

4.3 Interpreting findings using the Re-think partnership development pathway

4.3.1 Adapting the Re-think partnership development pathway

uWASP has developed over time from the early phase to the middle phase and then to the pivot phase which, according to the study, was coded as the undefined phase. All phases in uWASP are being funded by short-term financing mechanisms. From the gathered data, it is evident that uWASP is in a phase later than the middle phase but not the later phase. This phase requires leaders to alter current business models, change core practices and cultures, and design reward systems that provide incentives for new allocations or new behaviours in funding (Erickson et al., 2017). See the Figure 6, illustrating all partnership development phases including the pivot phase.

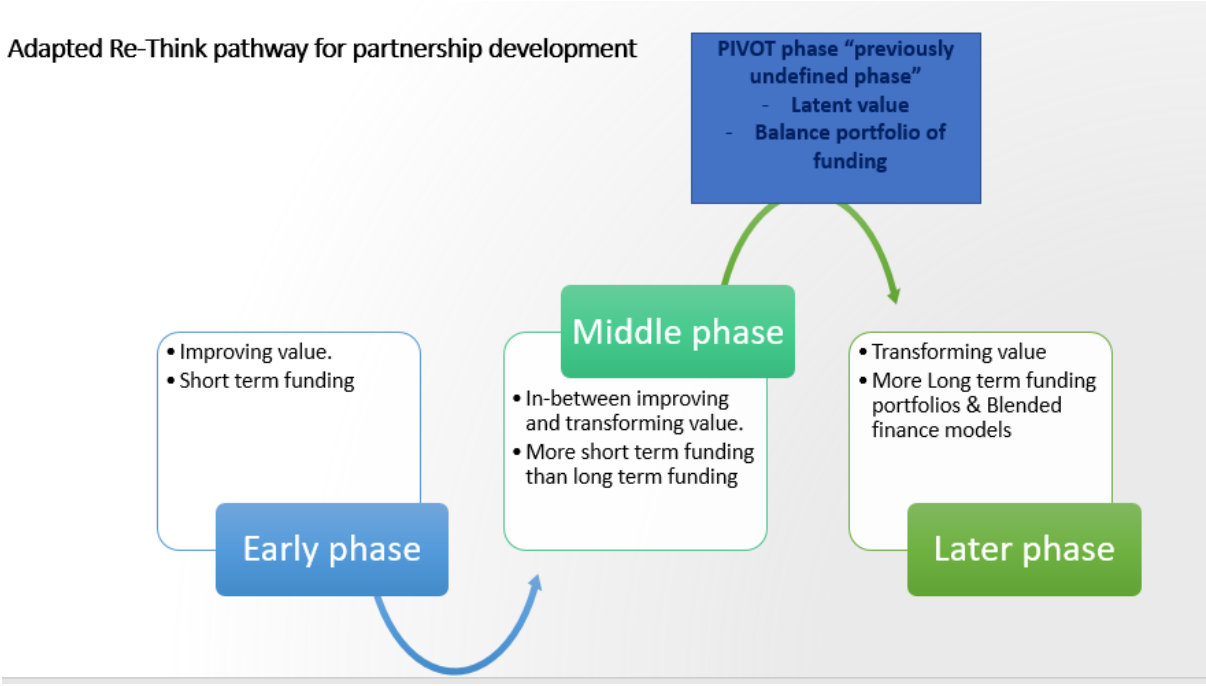


Figure 7: Adapted Re-think pathway for partnership development

Source Author's own Construction

After data was coded and applied to the Pathway framework, two (2) respondents showed that uWASP was in the middle phase; this means 29% of the participants responded positively. The other five (5) of the seven (7) showed that uWASP was in an undefined phase, later named the pivoting phase. Even more interesting is that Erickson et al. (2017) showed the changing pattern of experiences across the phases with certain "momentum builders and pitfalls", which were directly related to the partnership's development phase. The findings, with the addition of another phase, have implications on the momentum builders and the pitfalls of partnerships that find themselves in the pivot phase.

4.3.2 The "undefined" uWASP development phase - The Pivot phase

The current research managed to explore the current financing mechanisms and investment opportunities evident in this unidentified developmental phase. It was evident from the data that most participants explained a partnership development phase which was peculiar and

unprecedented. See figure 7, being the characteristics of the Pivot phase as coming as new insights from the data collected.

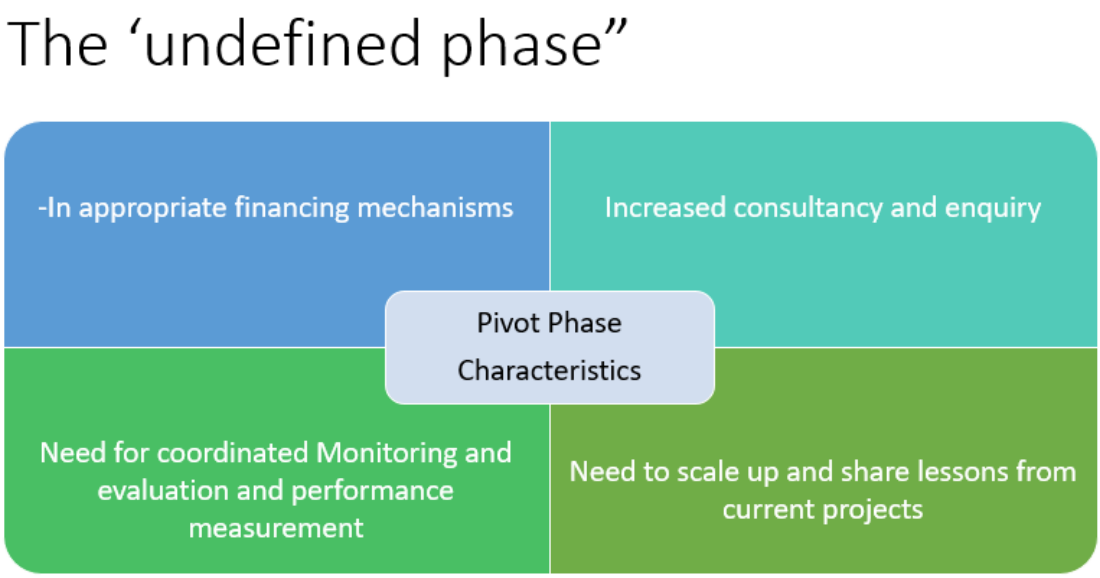


Figure 8: The Pivot phase Characteristics

Source Researcher's Construct

Sometimes interviewees would go on about the current successes and how they can be repackaged to attract more long-term funding. More analysis with regards to the undefined phase is given in section 4.3 where the findings are analysed, parallel with the framework for partnership development and co-value creation, as stated by Erickson et al. (2017). The study has defined this "undefined phase" as a pivot phase between the middle and later phase of the framework of development (Erickson et al., 2017).

It was also evident that the pivot phase is characterized by a significant number of long-term investments that are being financed by minimal short-term funding. It was clear to the researcher that there is untapped potential in the whole uWASP water sustainability ecosystem which contains latent co-value. In the Pivot phase, the roles of project committee members were shifting whereby they need to focus more on the sustainability of the partnership. For example,

most of the participants highlighted the need to build and establish strong relationships with all stakeholders. Only one of the uWASP project committee members was bold enough to comment freely on the need for more discussions around the institutionalisation of uWASP. Interviewee # 4 highlighted how she had spent the most time in her new role doing "relationship building" with different stakeholders.

"Since joining uWASP just upon the Covid 19 lockdown starting, I have found myself in lots of meetings with different stakeholders here in Richards Bay, all to strengthen uWASP's relationships with different stakeholders." (Interviewee # 4)

" I am looking forward to an addition to our team as we have an MBA graduate who has joined, hopefully, she will be able to assist with more robust financing mechanisms and models for uWASP projects" (Interviewee # 3)

There was a call by Interviewees # 5 and 7, both from the development partners sector, for more co-ordinated partnership level fundraising, as well as co-ordinated monitoring and evaluation processes to be included in the governance of uWASP.

The co-value created in the pivoting phase has been defined by the researcher as the latent co-value, in contrast to improving value, between improving and transforming value and transforming value. See figure 7 above, which illustrates the adapted Re-think partnership development framework. In uWASP, latent co-value represents the concealed co-value that is beyond being between improving and transforming value. If this hidden value or latent co-value is tapped into, it will result in the CSSP leapfrogging into its transforming value. In the pivoting phase, there is a need for concentrated consolidation and integration of current activities to

create transforming value in uWASP. This phase is unprecedented and is discussed further in section 4.2.3 below.

4.3.3 To better discern co-value in CSSPs development spectrum latent value was identified as the value created between CSSPs improvement and transformation

The pivot phase results in latent co-value. Latent co-value, once tapped into, will result in the CSSP leapfrogging into its transforming value. The respondents mostly expressed excitement through rapid innovation cycles and prototyping, for example, the mulching project. Pooled and new resources (including funding) and new allocation strategies were recognised by participants as a key need in uWASP. As a result, greater co-ordination, and co-dependency among partner organizations, as well as improved governance structure, processes, and systems were recognised by both the development partner participants as key to the success of uWASP in future. The Pathway for Transforming Regional Health is a developmental framework built on insights from veteran changemakers and well-established principles of complex system change (Erickson et al., 2017). To better discern patterns across the spectrum from improvement through transformation, the adapted four-phase framework (Erickson et al., 2017) as per the current research findings collapses the Pathway into four broad categories—Earlier-, Middle-, Pivot- and Later-phase efforts. The co-value created by the Pivot phase is defined as latent co-value whereby there is a need for consolidating, integrating, and preparing investment-ready projects for long-term investment.

4.3.4 CSSPs operate without a robust financial infrastructure to carry out its core activities and joint projects

The findings also suggested that most CSSPs operate without a robust financial infrastructure and, therefore, they did not have dependable resources to deliver their full potential co-value. “Sustainable financing requires a balanced portfolio of both short- and long-term activities linked to an appropriate mix of funding sources and structures” (Erickson et al., 2017, p. 15).

When these conditions are absent, most CSSPs are known to struggle in gathering dependable resources for their work (Erickson et al., 2017). Based on the data collected, it was observed that uWASP did not have a stable financial footing, which in turn, was reducing co-value created in uWASP from transforming co-value to latent co-value in the partnership. Projects, such as the mulching project, Water User Management Institution, and the co-operation with Siyasiza Trust Farmers' Co-operative Scheme are long-term projects with the potential of transforming the City of Umhlatuze into a water sustainable ecosystem.

4.4 Through short- and medium-term funding mechanisms as well as operational cross-cutting operational governance co-value in CSSPs is created

The application of the value creation model as proposed by Oliver et al. (2020), gives a five-part co-production value creation model for healthcare service: (1) value chain, characterised by a standardised set of processes that serve a commonly occurring need; (2) value shop, which offers a customised response for unique cases; (3) a facilitated value network, which involves groups of individuals struggling with similar challenges; (4) interconnection between shop, chain and network elements and (5) leadership. In the research study, we assessed the case and found that the following attributes were displayed: phase (3) a facilitated value network, which involves groups of individuals struggling with similar challenges; phase (4) interconnection between shop, chain, and network elements and (5) leadership. At the 5-year birthday celebration, being the annual meeting of uWASP partners, the chronology of the uWASP programme was given and all three phases, showing that phase 1 and phase 2 had been established in the early years of uWASP. The projects presented, including the implementation of a waterflow tracker and dam water release management system, show leadership in co-value in uWASP.

4.5 Discussion on the validity and reliability of the finding's analytical technique

The application of the framework to a case study and rather using survey gathered data is one of the biggest limitations. All data collected, including secondary data and observed data, was qualitative data whilst data collected in the study by Erickson, et al. (2017) was survey-based research where mixed data methods were used as the preferred research methodology.

To mitigate the limitation of using only qualitative methodology, data triangulation was used to verify primary data collected whereby the researcher used both secondary data collected and observed data to triangulate. Added to this, interviewee number 7, being one of the project managers from NGO # 1 was asked to verify unclear information collected from all the other interviewees. During interviews from October 2020 to December 2020 at the peak of the Covid 19 lockdown period, the researcher did not get to interview two out of the nine management committee members as they were consistently unavailable. The non-response bias was mitigated by attending the 24th April 2021, Partners Platform meeting and collecting observed data. The primary data collected here was verified and confirmed. Lastly, the report also lacks the interview answers from one key partner in uWASP, being a government official or the COU official. At the uWASP Partners Platform, the COU representatives were present, and one official presented the workings of the city and uWASP, therefore, confirming the primary data collected prior and also minimizing the absence of the government view from the primary data collected.

Furthermore, the risk of not being able to remember all aspects of discussions in interviews, also known as recall bias, has to be considered in this research. Therefore, the method of recording responses was well-planned and preparation for interviews by the interviewer was

important. The use of Microsoft Teams and Zoom recordings were used to further mitigate this risk (Leacock, C. J. et al., 2015).

Chapter 5: Discussion of findings

The following section is a discussion of the research findings in the context of the literature review.

5.1 CSSPs operate without a robust financial infrastructure using only grant funding to finance all stages of partnership development

One of the key findings is that uWASP is currently funded by grant funding from corporate partner members and development agencies. There is no template for what funding model works best in the literature currently (Austin et al., 2014). Successful organizations have employed several approaches, for example, limiting funding coming from one source, relying on membership fees or voluntary funding from partner members, and funnelling money generated from activities back to the organizations (Pattberg & Widerberg, 2016). The study investigated whether securing funding is more of an issue for multi-stakeholder partnerships than for traditional contract-based relationships for development (Carmona et al., 2017). Securing funding is an issue for CSSPs but is not severe in CSSPs. It is comparable to securing funding for contract-based relationships (Pattberg & Widerberg, 2016). In observing the partner's platform, it was observed that the contracted companies that uWASP has contracted were exposed to significant shortages of funding, as much as the CSSP. The CSSP, being uWASP, continues to fundraise for partnership funding which they use to fund their contract-based relationships. Contract-based relations continue to play a significant role in CSSPs by partnering with uWASP as implementing partners and continue to be exposed to challenges around securing a diverse range of funding. Pattberg and Widerberg (2016) found that most CSSPs appear to lack the organizational capacity, and resources, to implement their goals. They concluded that CSSPs were beyond being explicitly neutral instruments for implementing internationally accepted sustainability norms, but rather sites of contestation over distinct

technologies and practices (Mert and Chan 2012, as quoted by Pattberg & Widerberg, 2016)). uWASP appears to have a diverse range of financial resources to create optimal co-value, entitled latent co-value in this research study, whereby the CSSPs can pivot to the later stage of partnership development.

5.2 There is a shift from partnership funding to project-based funding in CSSPs involved in water sustainability as funders preferences change

Critics of CSSPs have not given partnerships too much attention and consequently have accused developed nations of shifting responsibility for funding away from traditional Official Development Assistance (ODA) to the private sector and other stakeholders (Pattberg & Widerberg, 2016). The research considered the full spectrum of financing mechanisms without negating the role of traditional ODA in CSSPs (Pattberg & Widerberg, 2016). In uWASP, development agencies via bilateral agreements with local government, have funded uWASP via grant funding. This funding has been disbursed, initially as partnership funding, however these partners have shifted from partnership funding to project-based funding. The absence of partnership funding, government funding, and the imminent presence of project funding are evident in uWASP. The gap in partnership funding, whether long-term or short-term, derails the growth and development of the partnership into a more sustainable structure in the future. Based on the report from Erickson et al. (2017), it was also observed that most CSSPs did not appear to have a stable financial footing, which in turn, reduces co-value creation across all levels of partnership development. The research project sought to understand whether these funding paradoxes and perceived shortages can be actively managed and still manage to create co-value in a water ecosystem (Pattberg & Widerberg, 2016). The research explored the role of development finance in CSSPs and how development finance is linked to co-value creation in CSSPs.

5.2.1 Partners strong financial management systems create strong system wide financial management capabilities in CSSPs

The third finding was that uWASP project committee members participate at a medium level when it comes to financial management decisions. The project management team is the key governance structure in uWASP, providing institutionalised modes of co-ordination, support, and governance for the operations of the partnership. The research by Pattberg and Widerberg (2016) identified nine conditions that determine the success of a CSSP by reviewing the literature on CSSPs. The nine conditions were listed as; optimal partner mix, effective leadership, stringent goal setting, sustained funding, professional process management, monitoring and evaluation systems, active meta-governance, favourable political and social context, and fit-to-the-problem (Pattberg & Widerberg, 2016). It must be noted that this research reports back on two of the four elements, namely financial management and good governance as key components of successful CSSPs. The research especially focused on these two as priority elements to check whether these are associated with co-value creation in CSSPs and/or are involved in water sustainability in South Africa. Adendorff (2018) lists good governance principles and activities as follows; the appointment of industry experts and service providers; the formation of multi-sector partnerships or collaborations; the management of finance and financial transactions; the monitoring, evaluation, and reporting of all activities; and the inclusion of policies and procedures in all management processes (Adendorff, 2018). Medium to high-level financial management skills is matched to the pivot phase which creates latent co-value that provides an opportunity to leapfrog uWASP into transformational co-value. Hazelwood (2015) described CSSPs' co-value as follows; Joint projects and programmes are typically developed to address a specifically defined problem, whereas other strategic alliances and collective initiatives are more systemic in scope. A spectrum of value exists from joint

projects to collective initiatives with less value created at low levels that are project and programme-based to the more systemic value, resulting in system-wide transformation.

5.3 Operational cross-organizational governance mechanisms are used as the main coordinating mechanism for CSSPs

For the uWASP case study, the governance mechanism are in place but the governance systems are not instituted, yet performance is high. This is contrary to Alonso and Andrews (2018), where their set governance targets led to the high performance of CSSPs in England. In the South African context, there could exist more co-value creation from CSSPs if governance structures, processes, and systems are put in place in CSSPs instead of set governance targets. Research question no 2 which raised the question- how are the financing mechanisms, and financial governance mechanisms leveraged by the CSSP to achieve the goal of a water sustainable ecosystem, was explored, reflecting that in the context of South Africa, CSSPs such as uWASP, use meta-governance to achieve water sustainability goals instead of set governance targets.

It was found that cross-organizational governance structures have been used as the main co-ordinating mechanism for all uWASP operations but not for financial initiatives. For the uWASP case study, the operational governance structure is in place, but governance performance measurement targets have not been set. The absence of a centrally co-ordinated governance performance system in uWASP was noted during the research study. The governance structure for uWASP has been highly effective in creating latent co-value that necessitates leapfrogging into the later stage of partnership development where maximum transformation co-value is created by CSSPs. This is contrary to Alonso and Andrews (2018), where their set governance targets led to the high performance of CSSPs in England. Therefore, in the South African context, there exists unique co-value creation by CSSPs involved in water

sustainability issues. When operational governance structures, processes, and systems are put in place in CSSPs in South Africa, instead of set governance targets, latent co-value is created. Research question no 2 which raised the question- how are the financing mechanisms, capabilities, and financial governance structures leveraged by the CSSP to achieve the goal of a water sustainable ecosystem was explored using the context of South Africa. The study also explored any challenges presented by the new governance model presented by CSSPs which has been cited by Pattberg and Widerberg (2016) as fragmented governance that is characterized by uncoordinated and non-hierarchical institutional arrangements. These fragmented governance structures have often led to functional overlap and competition among partners, initiatives, and norms (van Tulder et al., 2016). CSSPs, such as uWASP, uses meta-governance to achieve water sustainability goals. To mitigate the risk of "fragmented governance", multi-stakeholder partnerships can consider meta-governance, i.e., "the organization of self-organization" or "regulation of self-regulation" (Derkx and Glasbergen 2014 as quoted by Pattberg & Widerberg, 2016). The research study sought to explore specifically the existence of meta-governance in uWASP and if this exists in tandem with organized governance structures or not. The existence of operational governance structures in uWASP confirms the existence of meta-governance in uWASP which can be leveraged for value creation in the implementation of a water sustainable ecosystem.

5.4 Public sector funding is missing in funding long-term CSSPs that are involved in building sustainable water ecosystems

Previous authors have warned against the increasingly unstable streams of funding as financing through voluntary and ''ultimately unpredictable'' goodwill from private financiers increases (Pattberg & Widerberg, 2016). There is also little evidence that governments, in the long run, are more likely to sustain a constant stream of funding than, for example, private funders, such as foundations. The research project sought to understand whether these funding paradoxes and

perceived shortages can be actively managed and still manage to create co-value in a water ecosystem (Pattberg & Widerberg, 2016). Governments are by no means the only source of finance, private initiatives and foundations are becoming wealthier and perhaps increasingly important for providing common goods (Pattberg & Widerberg, 2016). Previous authors have warned against the increasing unstable streams of funding as financing through voluntary and ‘‘ultimately unpredictable’’ goodwill from private financiers increases (Pattberg & Widerberg, 2016). There is also little evidence that governments, in the long run, are more likely to sustain a constant stream of funding than, for example, private funders such as foundations. The research project sought to understand whether these funding paradoxes and perceived shortages can be actively managed and still manage to create co-value in a water ecosystem (Pattberg & Widerberg, 2016). In uWASP, the absence of government funding was established and there is a shift toward funding from the private sector and development finance institutions.

5.5 Uses of funding in CSSPs involved in water sustainability in South Africa

Partnership funding is key to partnership development (Visser et al., 2017). In the uWASP partnership, funding was used to catapult growth in uWASP from inception to the establishment of the partnership. It was evident that in the beginning, the uWASP secretariat used grant funding to conduct an extensive baseline study and this work included strong grassroots research and stakeholder engagement, This funding was also used to establish the partnership operational and governance structures. This is in line with theory whereby partnership funding has been identified as key to partnership development and establishment (Visser et al., 2017. In CSSPs, partners create unique collective capacity by putting together their heterogeneous resources, experiences, and frames which can yield both innovative configurations and powerful solutions for pressing societal and environmental issues (Al-Tabbaa et al., 2019). The limited success of multi-stakeholder partnerships in terms of problem-solving for the long run

is the key problem (Al-Tabbaa et al., 2019). In this study, the long-term projects were identified which need to be matched to long-term funding for uWASP to create transformational value.

5.6 Perseverance of CSSPs involved in water sustainability despite the lack of co-ordinated partnership measurements and the lack of central budgeting mechanisms

There was a finding that uWASP has continued to implement key water sustainability projects in the uMlatuse Water Catchment area, despite some key challenges which include surviving on grant funding which is short-term in nature, the lack of co-ordinated monitoring and evaluation, and the lack of a sustainable plan for the future of UWASP. Whilst observing the uWASP Partners platform, it was evident that uWASP is now in phase 2 of its life cycle and is now involved in key long term water sustainability projects which include some of the following: work with Siyazisa Farmers Co-operation, the formation of the Water User Institution and the implementation of the water flow tracker, and the Water Balance Dashboard.

5.7 Through short- and medium-term funding mechanisms as well as operational cross-cutting operational governance co-value in CSSPs is created

The final finding was that co-value is created in uWASP was evident. According to Oliver et al. (2020) the 5-step value model is given as (1) value chain, characterised by a standardised set of processes that serve a commonly occurring need; (2) value shop, which offers a customised response for unique cases; (3) a facilitated value network, which involves groups of individuals struggling with similar challenges; (4) interconnection between shop, chain and network elements and (5) leadership. In uWASP, the CSSPs has attained the early-stage leadership stage where all four phases have been attained. In the latent co-value stage, leadership has been attained. uWASP is leading in the creation of a sustainable water ecosystem. An interviewee had very strong views regarding this, as stated below;

"We are now a flagship programme in the uMthlatuze area and in South Africa as a sustainable water sustainable ecosystem. We are not the typical water sustainability funded project like the Cape Town Water fund but have been successful in achieving our set objectives and beyond" Interviewee # 2_ NGO (2.1)

Chapter 6: Conclusion and Recommendation

6.1 Introduction

This chapter gives the highlights of the research study followed by study recommendations for stakeholders and lastly areas for future research.

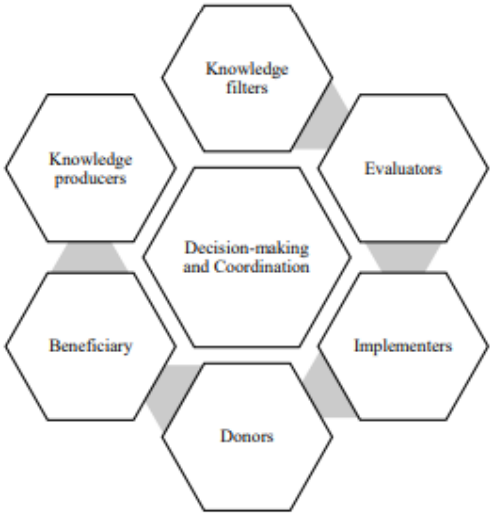
6.2 Summary and conclusions of the study

The study contributes to the growing literature on the financing and governance of CSSPs by providing robust evidence of the uWASP single case study with explicit financing mechanisms, capabilities and governance structures for the creation of value by CSSPs. To date, research investigating partnership performance, focused on the use of explicit targets, in a multi-actor cross-sector setting, incorporating the crucial moderating effects of financing and governance capabilities, has been lacking. It is with the hope that this study provides a foundation for theoretical development and empirical tests in such settings.

Although the findings are consistent with a pulse check Rethink Pathway for Development framework by Erickson (2017) on cross-sector collaboration, the available data do not permit us to determine whether the adapted framework with the addition of the Pivot Phase and the subsequent creation of latent co-value in this phase is consistent with the framework's original continuum measurements. More research is therefore needed to pinpoint the processes through which a CSSP moves from the middle phase to the pivot phase and how latent co-value is identified within the CSSP. Furthermore, relevant governance structures and processes that align to this phase have to be analysed and made provision for the distribution of the co-value created by the partnership, including the mutual rights and obligations of different partners, or for any future contingencies that may affect the operation of the partnerships. Hence, it is conceivable that co-value creation would be stronger still where CSSPs match

assets/investments to funding mechanisms and governance structures that are more comprehensive in scope and detail.

There is no one-size-fits-all approach for designing CSSPs, however, several design principles may facilitate the significant scaling up of collaborative governance mechanisms, such as CSSPs, to achieve transformative change, as outlined in the SDGs (Hazlewood, 2015). Figure 12 illustrates a recommended structure for CSSPs. The central decision-making and co-ordination would be vested in the national government. Creating awareness for achieving SDGs is essential in SDGs for establishing buy-in, shared vision, communication and maintaining understanding of roles and responsibilities. Thus, knowledge producers are essential for creating awareness. Knowledge creators include academics, research institutions, experts, individuals in the community and Community Based Organizations (CBOs). Knowledge filters include the media and lobby groups. Implementers include business, government institutions, CBOs, Non-governmental organizations and multilateral organizations (Klitsie et al., 2018). Donors could be from the public, private or multilateral sectors. Lastly, the beneficiaries are the community (Alam, 2015).



Source: (Adapted from Amal 2015)

Figure 9: Illustration of the recommended governance structure for CSSPs

As mentioned earlier, no one-size-fits-all approach would be suitable for effective CSSPs, thus governance structures that are fit-for-purpose should be developed (Hazlewood, 2015); the above structure can be adapted to the CSSP's specific context. CSSPs are complex organizational structures, and no two seem to be completely alike (Dodds, 2015). The UN Global Compact (UNGC) is the world's largest voluntary corporate sustainability initiative CSSP, with over 8000 corporate stakeholders and 4000 non-business stakeholders (Dodds 2015:5). Other examples of transformational CSSPs include Every Woman Every Child (EWEC), the Zero Hunger Challenge, Global Pulse and Sustainable Energy for All (SE4All). These examples of CSSPs are instrumental in addressing systemic issues (Dodds 2015). Questions arise towards what is required in terms of governance structures for a CSSP in the pathway of development such as uWASP that is in the Pivot phase and is full of latent co-value, ready to move to the later stage of development where transformative co-value exists.

6.3 Policy Recommendations of the Findings

The results of our study demonstrate to practitioners that the tools used for the financing and the governance of CSSPs matter. Matching funding to investments is required so that cross-sector collaboration fulfils its promise as a vehicle for co-value creation. Politicians and policymakers concerned with promoting and encouraging collaborative strategic management should therefore consider supporting matching financing to assets, partnership funding and effective governance arrangements for managing CSSPs.

The research also provides valuable lessons for the leaders and managers of the partner organizations, development finance institutions and development partners within CSSPs. While partner diversity may be difficult to manage, it is a source of collaborative advantage and co-value creation when partnership goals are clear and transparent. Time and resources, including financial spent eliciting and supporting comparable levels of involvement from each sector of the economy, may therefore pay dividends.

Likewise, although the challenges of sustaining CSSPs in the long-term are considerable, a history of successful collaboration has a performance payoff. More specifically, for public sector partners, retention of a healthy stock of administrative capacity can ensure they meet the public accountability requirements to which they are subject when participating in CSSPs. Government policies and initiatives could be developed to support partner investments in each of these partnership capabilities (Bano, 2019).

6.4 Avenues for future research

There has been relatively little conceptual work on financing and governance in cross-sector partnerships that create co-value in environmental ecosystems (Dewulf & Elbers 2014). Insights from across the literature on multiparty collaboration, cross-sector partnerships,

interactive governance, collaborative governance, and network governance, are integrated into a theoretical framework for the Pathway for Development (Erickson, 2014) which was used in the current research and adapted as per case study findings.

Pattberg and Widerberg (2016) encouraged future researchers to investigate the findings from their theoretical framework entitled *"the nine conditions for successful multi-stakeholder partnerships"* to gather empirical evidence. The current study explored the conditions that are grouped under process and context conditions. Specifically, the focus was on two of the nine conditions and whether these are key conditions for successful CSSPs across all stages of development of CSSPs.

Future research dealing with strategic alliances between private firms should therefore seek to incorporate these conditions within their models predicting the relationship between different governance forms and performance. This study also contributes to debates among management scholars about the value of tough targets for organizational improvement (Sitkin et al., 2011). Prior research finds that target intensity can have performance-enhancing effects for public organizations tasked with creating public value (Boyne & Chen, 2007). The research findings from Boyne and Chen (2007) provide support for the application of stretch targets within the more complex and managerially challenging setting of CSSPs. The increases in waste recycling rates that were identified, illustrate that tangible progress on social goals may be associated with the introduction of tough targets for CSSPs tasked with their improvement. As such, the study affirms the vital role that strategic management of cross-sector collaboration can play in addressing grand societal challenges (George et al., 2016). More research is required to investigate governance via target setting in CSSPs, specifically to qualify the relationship between governance and co-value creation in CSSPs.

References

Adams, J., Khan, H. T. A., Raeside, R., & White, D. (2007). *Research Methods for Graduate Business and Social Science Students.* New Delhi, India: Response Books.

Abell, Robin, Goldstein Alexandra , Lee Arcadia, Saunders Erin, V. L. (2018). *CORPORATE WATER STEWARDSHIP AND THE CASE FOR GREEN INFRASTRUCTURE*. *August*.

Al-Tabbaa, O., Leach, D., & Khan, Z. (2019). Examining alliance management capabilities in cross-sector collaborative partnerships. *Journal of Business Research*, *101*, 268–284. https://doi.org/10.1016/j.jbusres.2019.04.001

Austin, J. E., Kanter, R. M., Kindornay, S., Tissot, S., Sheiban, N., Seitanidi, M. M., & Crane, A. (2014). The Value of Cross-Sector Development Partnerships. *Journal of Business Ethics*, *29*(January), 413–429. https://doi.org/10.1177/089976400773746346

Baxter, P., & Jack, S. (2015). Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers. *The Qualitative Report*, *May 2014*. https://doi.org/10.46743/2160-3715/2008.1573

Brettle, A. (2012). Are we bridging the research practice gap? *Evidence Based Library and Information Practice*, *7*(3 A), 1–2. https://doi.org/10.18438/B89W41

Carmona, M., Máñez Costa, M., Andreu, J., Pulido-Velazquez, M., Haro-Monteagudo, D., Lopez-Nicolas, A., & Cremades, R. (2017). Assessing the effectiveness of Multi-Sector Partnerships to manage droughts: The case of the Jucar river basin. *Earth's Future*, *5*(7), 750–770. https://doi.org/10.1002/2017EF000545

Creswell, J. . (2014). *Research Design 4th Edition* (4th Editio). SAGE Publications, Inc.

Dentoni, D., Bitzer, V., & Pascucci, S. (2016). Cross-Sector Partnerships and the Co-creation of Dynamic Capabilities for Stakeholder Orientation. *Journal of Business Ethics*, *135*(1), 35–53. https://doi.org/10.1007/s10551-015-2728-8

Dewulf, A., & Elbers, W. (2018). ns. *Administrative Sciences*, *8*(3), 43. https://doi.org/10.3390/admsci8030043

Erickson, J., Milstein, B., Schafer, L., Evans Pritchard, K., Levitz, C., Miller, C., & Cheadle, A. (2017). *Pulse Check on Multi-Sector Partnerships*. *March*. https://www.rethinkhealth.org/tools/pulse-check/

Gustafsson, J. (2017). Single case studies vs. multiple case studies: A comparative study. *Academy of Business, Engineering and Science Halmstad University, Sweden*, 1–15. https://doi.org/January 12, 2017

Hamann, R., & Faccer, K. (2018). Mind the transformation gap. *Academic–Practitioner*

Relationships, *July*, 234–252. https://doi.org/10.4324/9781315657530-17

Klitsie, E. J., Ansari, S., & Volberda, H. W. (2018). Maintenance of Cross-Sector Partnerships: The Role of Frames in Sustained Collaboration. *Journal of Business Ethics*, *150*(2), 401–423. https://doi.org/10.1007/s10551-018-3859-5

Mahlangu, P., Goudge, J., & Vearey, J. (2019). Towards a framework for multisector and multilevel collaboration: case of HIV and AIDS governance in South Africa. In *Global Health Action* (Vol. 12, Issue 1). Taylor and Francis Ltd. https://doi.org/10.1080/16549716.2019.1617393

Nel, D. (2017). Multi-sector Stakeholder Partnerships as a Mechanism for Creating Public Value. *African Journal of Public Affairs*, *9*(9), 63–79.

Oliver, B. J., Batalden, P. B., Dimilia, P. R., Forcino, R. C., Foster, T. C., Nelson, E. C., & Garre, B. A. (2020). COproduction VALUE creation in healthcare service (CO-VALUE): An international multicentre protocol to describe the application of a model of value creation for use in systems of coproduced healthcare services and to evaluate the initial feasibility, util. *BMJ Open*, *10*(10), 1–6. https://doi.org/10.1136/bmjopen-2020-037578

Pattberg, P., & Widerberg, O. (2016). Transnational multistakeholder partnerships for sustainable development: Conditions for success. *Ambio*, *45*(1), 42–51. https://doi.org/10.1007/s13280-015-0684-2

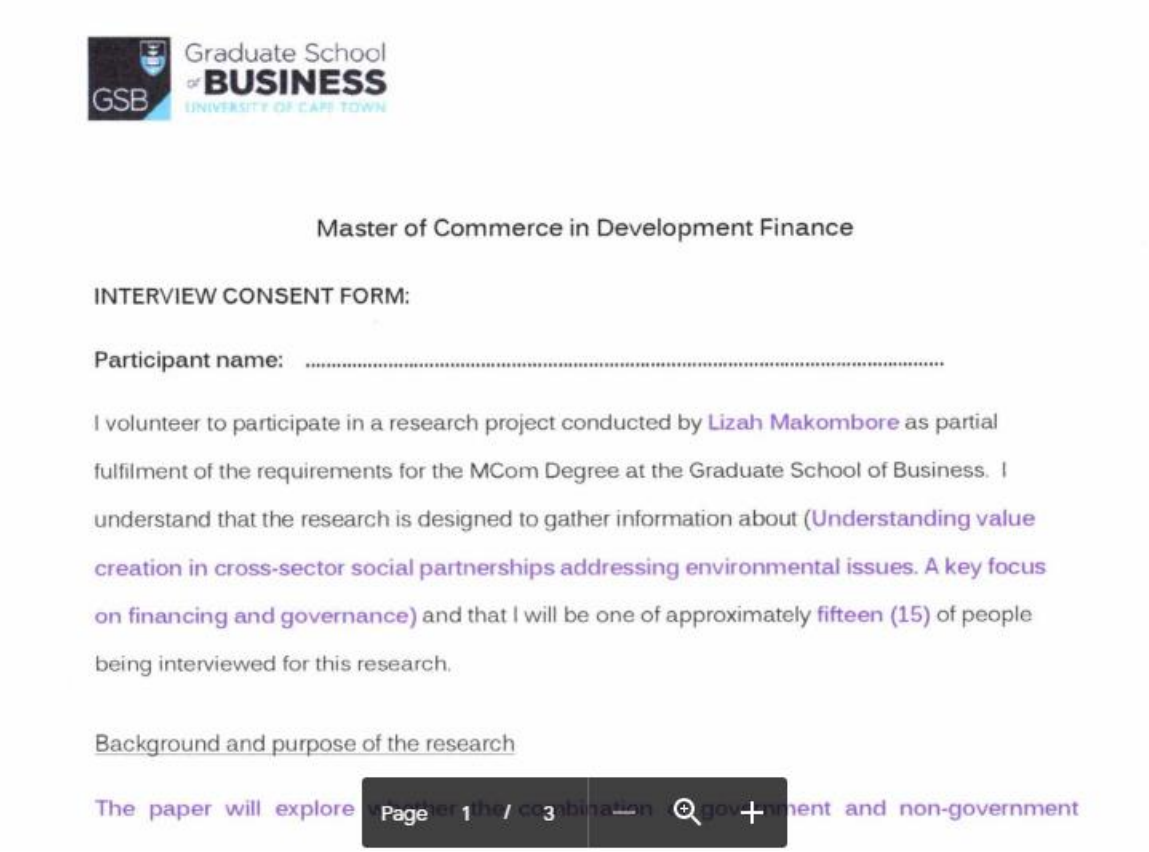
Sieroń, A. (2019). Endogenous versus exogenous money: Does the debate really matter? *Research in Economics*, *73*(4), 329–338. https://doi.org/10.1016/j.rie.2019.10.003

van Tulder, R., Seitanidi, M. M., Crane, A., & Brammer, S. (2016). Enhancing the Impact of Cross-Sector Partnerships: Four Impact Loops for Channeling Partnership Studies. *Journal of Business Ethics*, *135*(1), 1–17. https://doi.org/10.1007/s10551-015-2756-4

WWF South Africa, Mondi South Africa, N. and the uMhlathuze W. S. P. (uWASP). (2016). *The uMhlathuze Water Stewardship Partnership (uWASP)*. *2016*(July), 1–5.

Appendices

Appendix A: Information and consent form



Graduate School of BUSINESS
UNIVERSITY OF CAPE TOWN

Master of Commerce in Development Finance

INTERVIEW CONSENT FORM:

Participant name: .....

I volunteer to participate in a research project conducted by Lizah Makombore as partial fulfilment of the requirements for the MCom Degree at the Graduate School of Business. I understand that the research is designed to gather information about (Understanding value creation in cross-sector social partnerships addressing environmental issues. A key focus on financing and governance) and that I will be one of approximately fifteen (15) of people being interviewed for this research.

Background and purpose of the research

The paper will explore [illegible] and non-government

Page 1 / 3

financing mechanisms, capabilities, and financial governance within CSSPS, can be utilized to overcome barriers and enable effective investment in CSSPs for water sustainability benefits.

The primary objective of this study is to explore the financing mechanisms, capabilities and governance of partners in CSSPs and investigate whether there are opportunities in the

current CSSPs financial governance, that can be used to invest sustainably in CSSPs that seek to address environmental challenges.

Ethics approval

Ethical consent for the study has been approved by the *UCT Commerce Faculty Ethics in Research Committee* (you will only be able to use this consent form once you have received this approval).

Participation and confidentiality

I understand that my participation in this research is voluntary, that I will not be compensated and that I may withdraw at any time.

The interview will take approximately 45 - 60 minutes to complete.

I understand that I will not be identified by name in any reports using information obtained from this interview and that my confidentiality as a participant in this study will remain secure.

this interview and that my confidentiality as a participant in this study will remain secure. Subsequent uses of records and data will be subject to standard data use policies which protect the anonymity of individuals and institutions.

Should you have any questions or conerns please contact me. (Lizah Makombore on 083 637 4192 Lizah.makombore@gmail.com) or (Xolisa Dhlamini or xolisa.dhlamini@gsb.uct.ac.za)

Appendix B: NBI's Approval Letter

10 September 2020

National Business Initiative,
Johannesburg

Dear Gillian,

The purpose of writing this letter is to request a more up to date approval for me to undertake research using data collected from, The uMhlathuze Water Stewardship Partnership (UWASP) which is one of the key projects that your organization is leading and coordinating in a multi collaboration effort with other key partners including The GIZ, WWF South Africa and Tongaat Hulett and Mondi.

I will use the data collected for the purposes of completing a dissertation research as required for me to complete my current Masters in Commerce majoring in Development Finance with the University of Cape Town's, Graduate School of Business. The title of the proposed study is: Understanding value creation in cross-sector social partnerships addressing environmental issues. A key focus on financing and governance. I believe this study will be of immense benefit to all who participate and contribute.

Considering that you have already granted me the initial approval If you find this as an acceptable use of the NBI's work then please approve my request by signing this letter and return to me for submission to the Ethics Committee at the University of Cape Town's Graduate School of Business.

Thanks for considering my request and many thanks to the NBI's uWASP team so far, they have been beyond helpful.

Yours sincerely,
Lizah Makombore

I HEREBY APPROVE OF THE ABOVE REQUEST
Signed by

Gillian Hutchings

Head: Membership and Communication

Appendix C: Sample Interview Questions

1. Why did you join the uWASP?
2. What are your activities for the uWASP?
3. What according to you is the reason that the uWASP exists?
4. Is the uWASP a success?
5. What are some successes of the uWASP?
6. Is the uWASP optimally funded?
7. Can you match the uWASP current needs to other sources of funding?
8. What are some hurdles the uWASP has had to overcome or still should over- come when it comes to funding?
9. Would you characterize the current funding model as a sustainable funding model?
10. Where will the uWASP be in 5 years' time?