

HOW DO WE DELIVER THE PORT LOUIS WE WANT ?

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HOW DO WE DELIVER THE PORT LOUIS WE WANT



- INTRODUCTION
- SUSTAINABLE CITIES
- CHARACTERISTICS OF SUSTAINABLE COMMUNITIES AND CITIES
- SYSTEMS
- PARTNERSHIP AND CROSS SECTOR COLLABORATION
- THE REGENERATING PORT LOUIS PROJECT

SUSTAINABLE CITIES



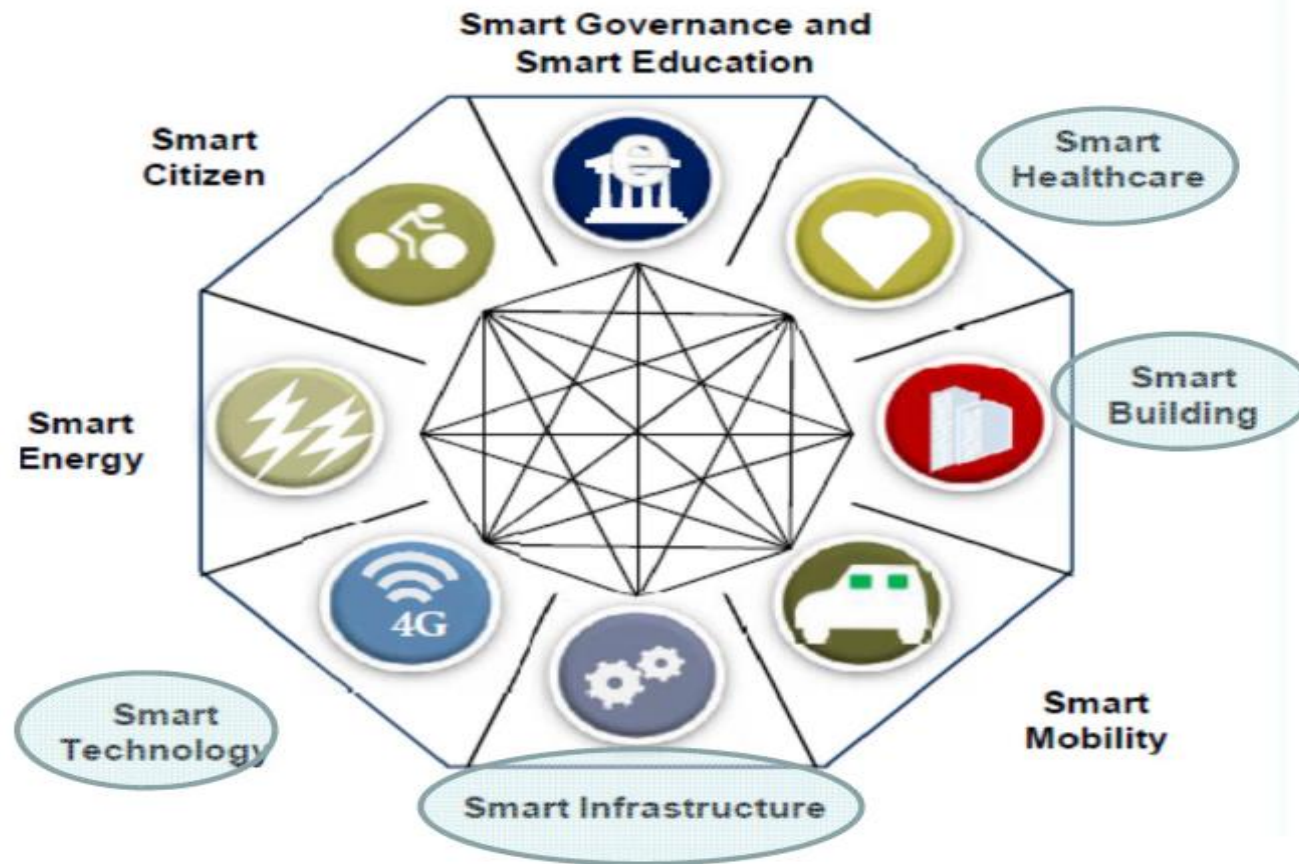
“Sustainable communities are communities planned, built, or modified to promote sustainable living”

SUSTAINABLE URBANISM



“Urban design movement which promotes walkable neighborhoods containing a range of housing and job types”

SMART CITIES

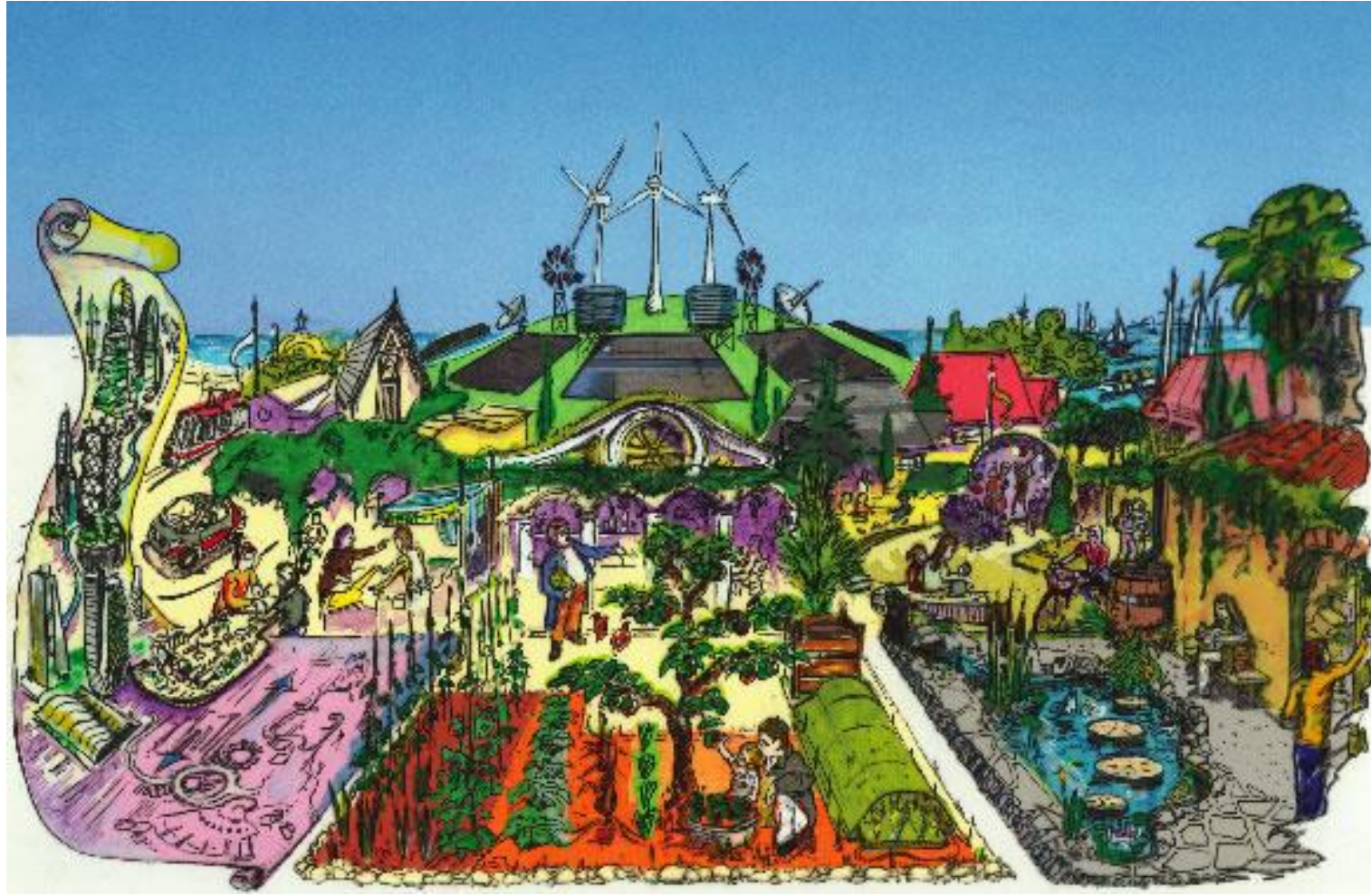


SUSTAINABLE/SMART GROWTH



“Smart growth is an urban planning and transportation theory that concentrates growth in compact walkable urban centers”

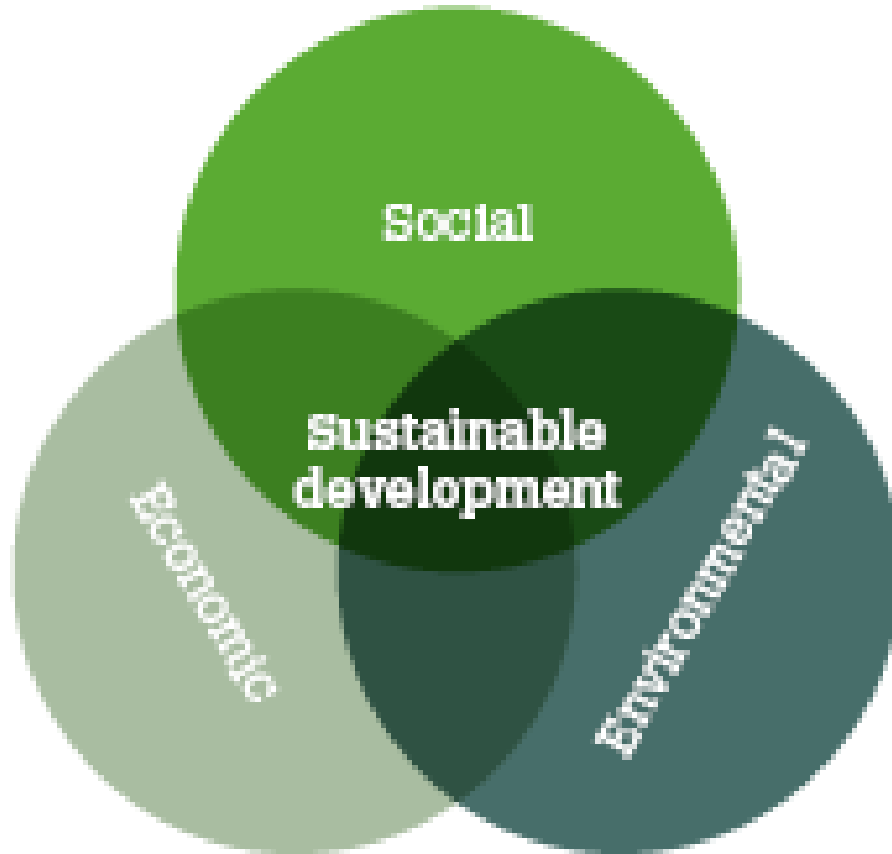
CITIES OF TOMORROW



CHARACTERISTICS OF SUSTAINABLE COMMUNITIES/CITIES



RATING TOOLS



- BREEAM Communities
- LEED for Neighbourhood Development
- Green Star Australia Communities
- HQE for Sustainable and Urban Planning and Development
- Siemens Green City Index
- Ecodistricts

RATING TOOLS CATEGORIES



- Governance
- Social and Economic Wellbeing
- Resources and Energy
- Land use and Ecology
- Transport and Movement

LEED® for Neighborhood Development

Total Possible Points**	110*
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 Smart Location & Linkage	27
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 Neighborhood Pattern & Design	44
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 Green Infrastructure & Buildings	29
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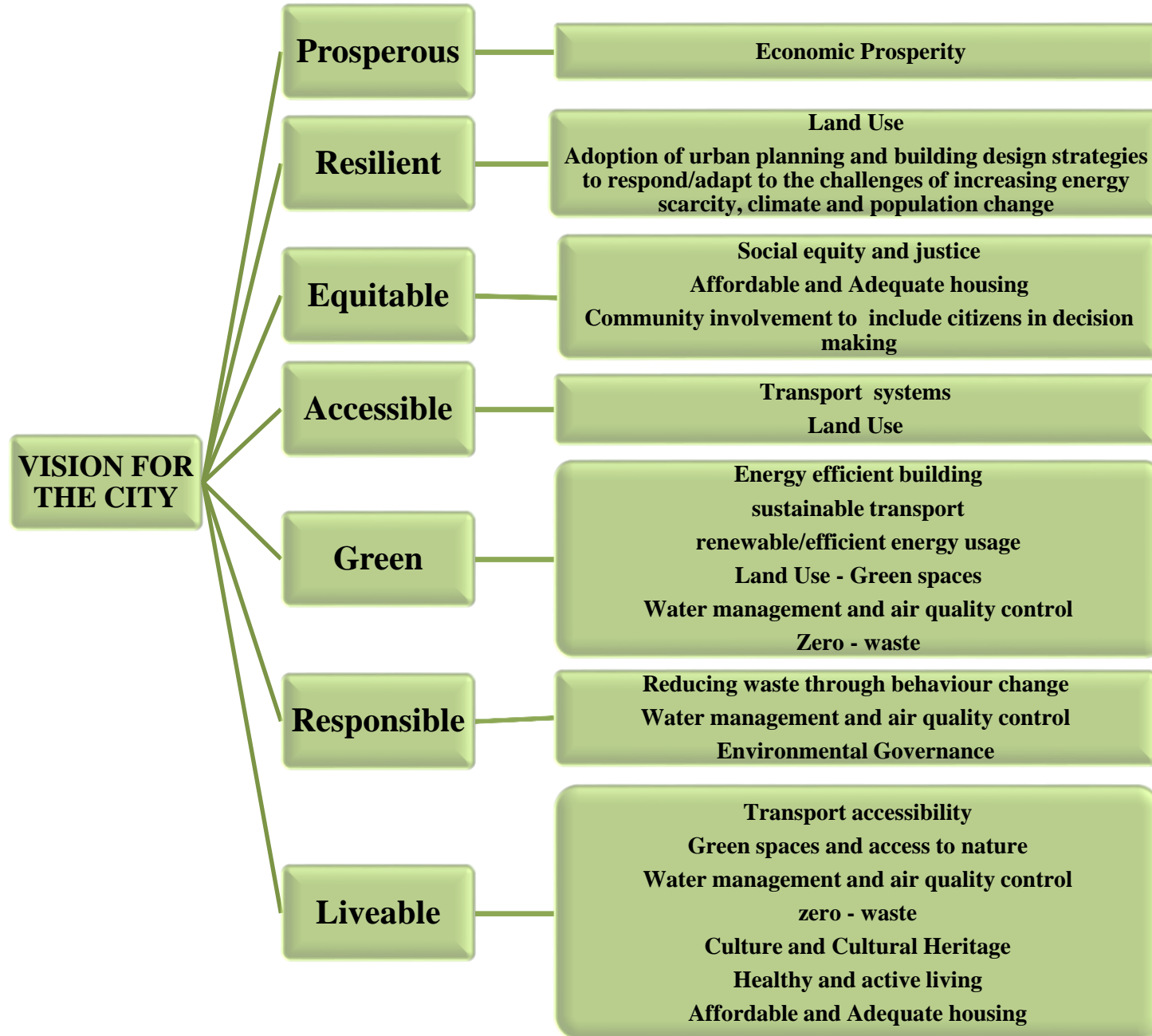
* Out of a possible 100 points + 10 bonus points

** Certified 40+ points, Silver 50+ points,
Gold 60+ points, Platinum 80+ points

 Innovation & Design Process	6
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 Regional Priority Credit	4
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VISION FOR PORT LOUIS



SYSTEM THINKING



SYSTEM THINKING



Our world:

- Complex
- Dynamic
- Everything is connected

ELEPHANT



WHOLE SYSTEM APPROACH

Design Process

Establish a common vision – then align goals and incentives.

Practice mutual learning.

Share all information with everyone.

Design Principles

Maintain focus on the fundamental desired outcome.

Learn from nature.

Apply systems thinking.

Design Methods

Define scope to align with vision and desired outcomes.

Design on a clean sheet.

Start design analysis at the end-use and work Upstream.

Seek simple, elegant solutions.

Value place.

Move resource impact towards zero.

Rethink waste.

Use renewable inputs.

Use non-hazardous materials.

Seek multiple benefits from single expenditures.

Protect and restore natural, social, and economic systems.

Build in feedback.

Consider the entire life-cycle of the system.

Tunnel through the cost barrier.

PARTNERSHIP AND CROSS SECTOR COLLABORATION





SINGLE SECTOR APPROACH IN DELIVERING CITY-SCALE PROJECTS



- Disappointing
- Duplication of effort
- Non systemic
- Non integrated
- Wasting of valuable resources
- Slower process
- Not to the best interests of all stakeholders
- Waiting game
- Blaming game

PUBLIC PRIVATE PARTNERSHIP



ATTRIBUTES OF PUBLIC PRIVATE PARTNERSHIP



- Ownership of the project is shared. Sharing of risks and profits.
- The state can concentrate on its core competences.
- The state does not need to allocate experts of its own for the implementation of the project.
- Innovative financing
- Ensure government services are delivered in the most economical, effective and efficient manner.
- Create opportunities for private sector growth and to contribute to the overall economic development.

BENEFITS OF PPP



- Improved delivery time
- Cost effectiveness and efficiency of projects
- Cross transfer of public and private sectors' labour
- Knowledge and expertise
- Improved quality and quantity of services
- Financial contribution from the private sector

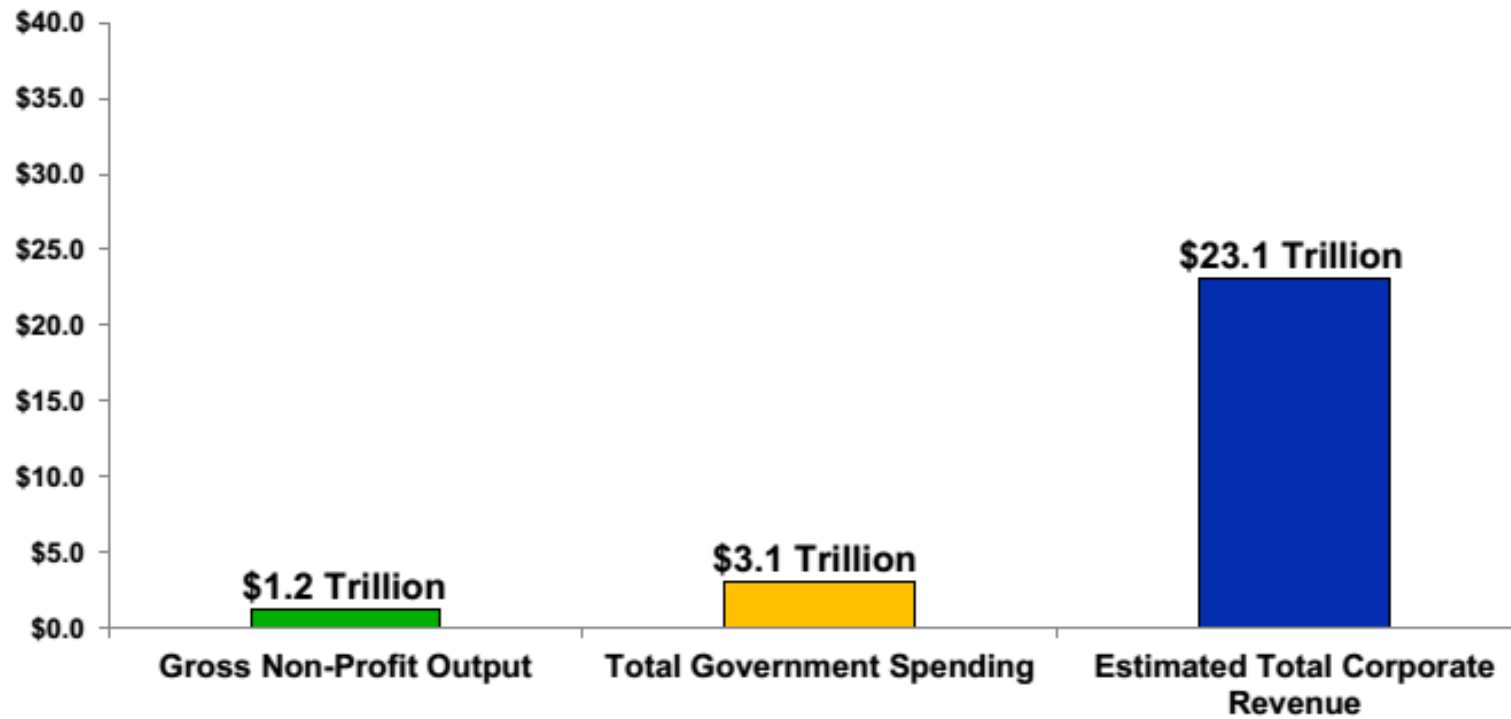
CRITICISM OF PPP



- No or minimal community involvement
- Potential competition stifling
- Procurement method -Transparency
- Risk sharing tend to be more on public sector side
- Transactional - No real partnership

IMPACT OF PRIVATE SECTOR

Economic Activity by Sector, U.S. (2013)
(*\$ in trillions*)



Source: Bureau of Economic Analysis, 2013, Sageworks Private Company Indicator

PRIVATE SECTOR INVOLVEMENT



EXAMPLES: PRIVATE-PEOPLE PARTNERSHIP



Picture: Courtesy of NESTLE

PUBLIC-PRIVATE-PEOPLE PARTNERSHIP (PPPP)



ATTRIBUTES OF 4P's



- Whole systems approach
- Identification of compatible goals
- Enabling environments
- Acceptance by all sectors
- Credibility and transparency

Remember that when people meet each other as potential partners for the first time – the ONLY thing they may have in common is their shared uncertainty about partnering!

Understanding the 'uncertainty cycle'



Uncertainty can be caused by:

- Lack of data
- Different values
- Assumptions about each other
- Bad past experiences of partnering
- Challenges of the operating environment

Government

Drivers / benefits from partnering

- Seeking further investment
- Job creation
- Better / quicker delivery of public services
- Capacity building
- Building stronger social / economic infrastructure
- Increased revenue
- Political drivers (eg re-election)
- Risk mitigation
- Reputation management
- Resource / implementation control
- Access to innovation, expertise, networks
- Disaster management
- Policy formulation
- Reach and influence

What they can contribute

- Regulatory framework
- Investment incentives
- National / local knowledge
- Networks
- Technical expertise / specialist staff
- Enabling environment (inc permits / licences)
- Law enforcement
- Accountability
- Risk mitigation
- Channel for external / donor funding
- Guarantors
- Legitimacy

Business

Drivers / benefits of partnering

- Reputation (eg as an 'ethical' company)
- Access to resources (tangible and intangible)
- New ways of making profit (eg access to new markets; expanding reach)
- Access to knowledge / networks
- Influence (eg at policy level)
- Risk mitigation
- Acquire social licence to operate
- Compliance (eg with IFC requirements to access finance)
- Brand recognition
- Corporate credibility
- Increased public scrutiny / expectations
- Supply chain development

What they can contribute

- Money / leverage
- Technical skills and competencies
- Can do mind-set
- Specialist knowledge of an issue
- Innovation
- Jobs / opportunities
- Products (eg phones, medicines)
- Access to supply chains
- Credibility with / access to government
- Capacity development
- Communications expertise
- International connections

Communities

Drivers / benefits of partnering

- Social development
- Economic development
- Access to resources / money
- Urgency of needs and issues
- Access to opportunities (eg jobs / markets)
- Protection of community interests / priorities
- Protection of culture / community norms / resources
- To understand other partners better and not to be overshadowed by more powerful interests
- Contribute to the design of projects / programmes to ensure they are appropriate
- To have a voice at the table

What they can contribute

- Physical – eg land, premises
- People – volunteers, trainees, labour
- Link for other partners to community traditions / networks
- Willingness to offer / sacrifice for the greater good
- Focus for the programmes of work the partners want to undertake (ie keeping the real needs at the top of the agenda)
- Traditional support structures / ways of working
- Enabling environment

Non-profit / NGO

Drivers / benefits of partnering

- Build capacity / human capital
- Leverage resources and reach
- Share resources / knowledge / expertise
- Influence policy
- Better understand needs of beneficiaries / communities
- Scale up
- Raise more funding
- Improve outcomes / results
- Build profile, brand, reputation / credibility
- Add weight to primary mandate
- Wanting more exposure / impact for the cause (social justice, poverty alleviation)

What they can contribute

- Access to communities and knowledge of their needs / On the ground presence and local networks
- Financing from their other donor relationships
- Technical expertise
- Specific approaches (eg participatory appraisals etc)
- Non-governmental position
- Advocacy / campaign capability
- Implementation capacity
- Social mission orientation
- Stakeholder engagement / facilitation
- Idea initiation

Drivers for partnering that can apply to ALL sectors...



- Access to more **resources** (expertise, knowledge, skills, networks - as well as money)
- To have **greater reach / scale / impacts**
- Aspiration to have greater **legitimacy**
- (Re) building **reputation**
- Increasing expectations of **transparency and accountability**
- Others?

Preconceptions – how sectors are understood and characterised...

Government	Business	International Agencies	Community	Civil Society
Bureaucratic Buck passing Dogmatic Short-term Inflexible Controlling	Profit driven Quick fix Hard-nosed Self-centred Greedy Inconsiderate	Arrogant Latest 'fad' Overpaid Multiple focus Wasteful Insensitive	Demanding Lazy Uneducated Difficult Hot-tempered Weak-willed	Unprofessional Point scoring Self-righteous Narrow focus Unrealistic Unaccountable

If we can't (and if we can't persuade others) to get beneath stereo-types there is little chance of building genuine partnerships...a key benefit / value of partnering may be the role it can play in understanding why each one of these sectors is critically important and needs to be respected (and, perhaps, also improved!)



Sustaining
Outcomes

Moving on

Scoping
needs and
options

Identifying
potential
partners

Scoping &
Building

Building
relationships

Mapping and
planning

Governance
and structures

Agreeing to partner

Deepening
engagement

Managing &
Maintaining

Delivering
projects

Measuring
results

Reviewing
efficiency and
value

Revisiting
and revising

Scaling and
increasing
impact

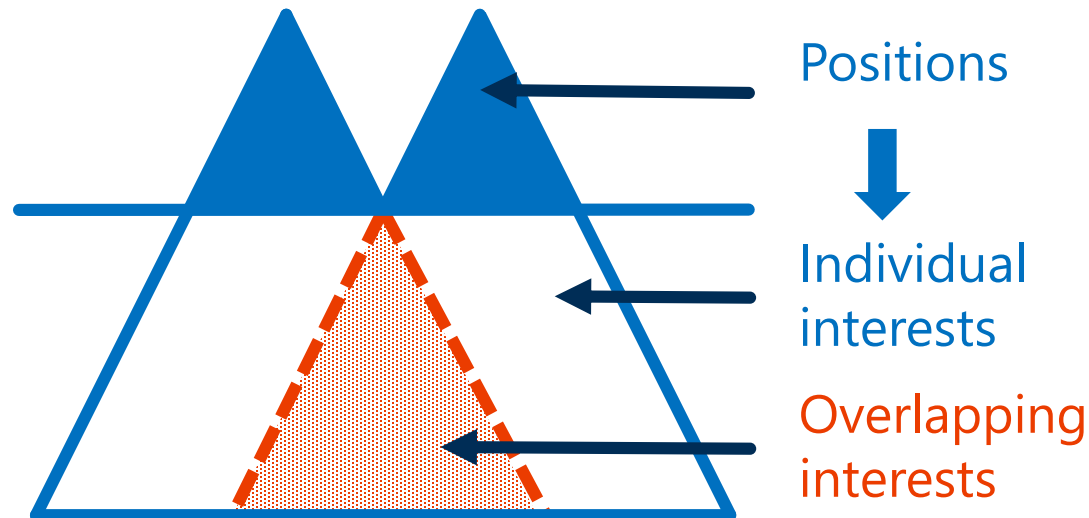
The Partnering Cycle

Reviewing &
Revising

‘Positions’ vs ‘interests’

Position = the first demand or solution presented by someone, often dogmatic and usually expressed as *‘this is **what** I / we want’*

Interest = those elements that underpin the stated ‘position’ (e.g. drivers, priorities, hopes, needs, values, external pressures) – essentially interests explain **why**



Source: Fisher &
Ury, 1981

PARTNERSHIP BROKERS



List of Roles of partnership brokers

- Support and strengthen partnerships
- Managing and developing collaboration processes.
- Promote understanding of, and build capacity for, partnership brokering
- Ensuring that those operating as partnership brokers are knowledgeable

REGENERATING PORT LOUIS PROJECT

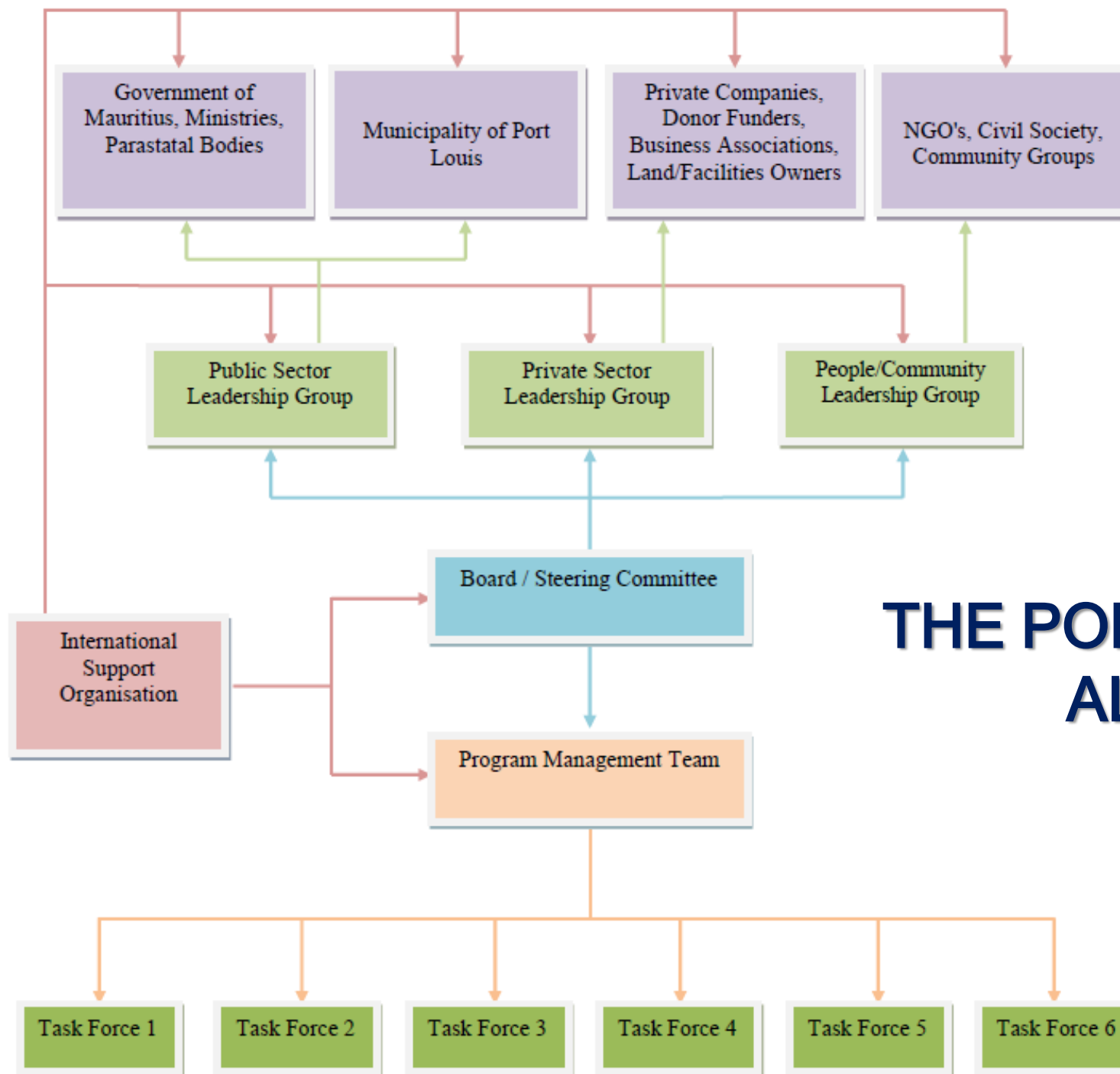


REGENERATING PORT LOUIS



Let's imagine. Let's re-imagine.
Together let's make it happen.
Together we can.





THE PORT LOUIS CITY ALLIANCE

APPROACH



1

- Preparation and finalization of project brief after stakeholders consultation

2

- Identification of strategic partners

2

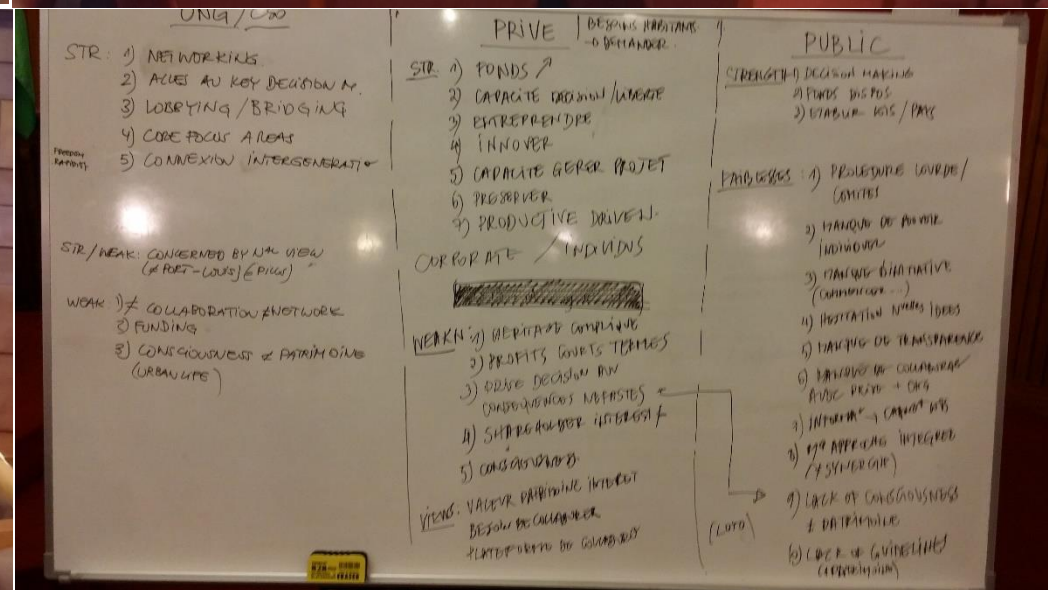
- Organisation of workshops

3

- Creation of the Leadership groups – Private, Public, People/Community

4

- Creation of steering committee (election of members)





THANK YOU

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