

Organisational Overview and Strategy

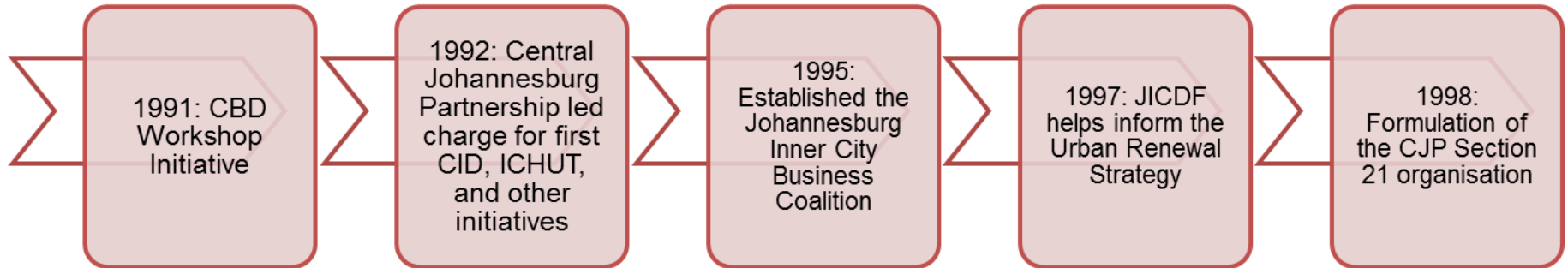


THE JOHANNESBURG Inner City Partnership

Background and the Inner City Opportunity



Background and Opportunity for Building Partnerships in the Inner City



The JICP continues the tradition of organisations that have worked over the last two decades to bring together stakeholders, mobilise actors, and bridge divides in support of coalitions for the improvement of the City. These organisations have added value to the City by:

- Guiding the structuring and formalisation of partnerships by putting in place governance structures
- Driving catalytic projects through inception to implementation phase
- Offering a secretariat function providing communication and dissemination of information
- Helping ensure knowledge is transferred to stakeholders through successive forums
- Providing matchmaking and sourcing of resources for initiatives



Organisational Strategy and Structure

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Organisational Strategy

The JICP is an organisation that provides the platform for credible partnerships within the Inner City by providing a vehicle *for co-ownership, advocacy, and innovation*.

It fills a critical gap in the Inner City landscape because:

- Active partnerships are appropriate and sustainable responses to government and market failure.
- Partnerships cannot be driven by only one sector (private, public, or civil society) thus must be channelled through an independent platform.

How does it work?



Organisational Strategy

The organisation offers value through its proven track record of initiation, mobilisation, and championing of various Inner City initiatives over the last two decades. The JICP brings to bear **core competencies** of facilitator, incubator, and collaborator to the challenges facing the Inner City.

Building coalitions of stakeholders to participate in key issues

Guiding the structuring and formalisation of partnerships by putting in place governance structures

Offering a secretariat function providing communication and dissemination of information

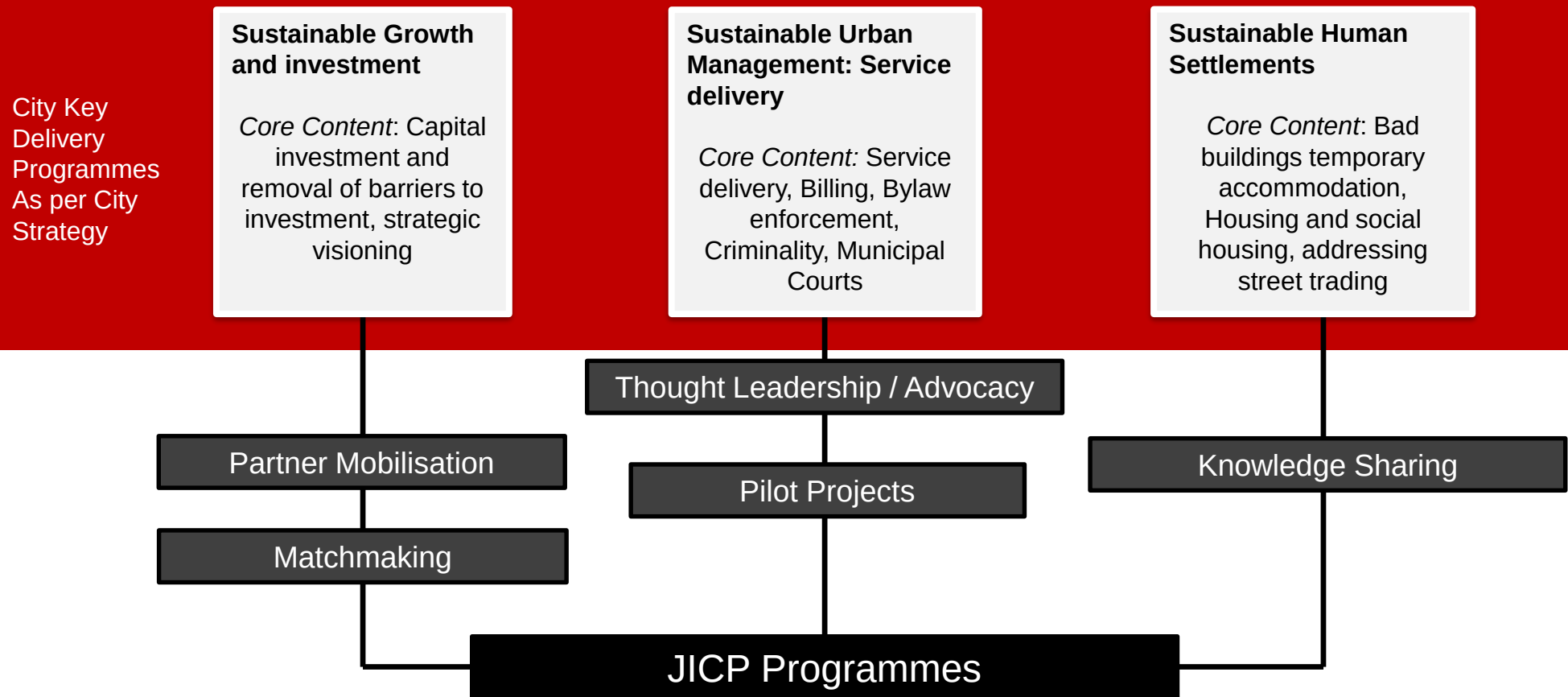
Helping ensure knowledge is transferred to stakeholders through successive forums

Providing matchmaking and sourcing of resources for initiatives

Incubating initiatives that provide benefit for Inner-City Stakeholders

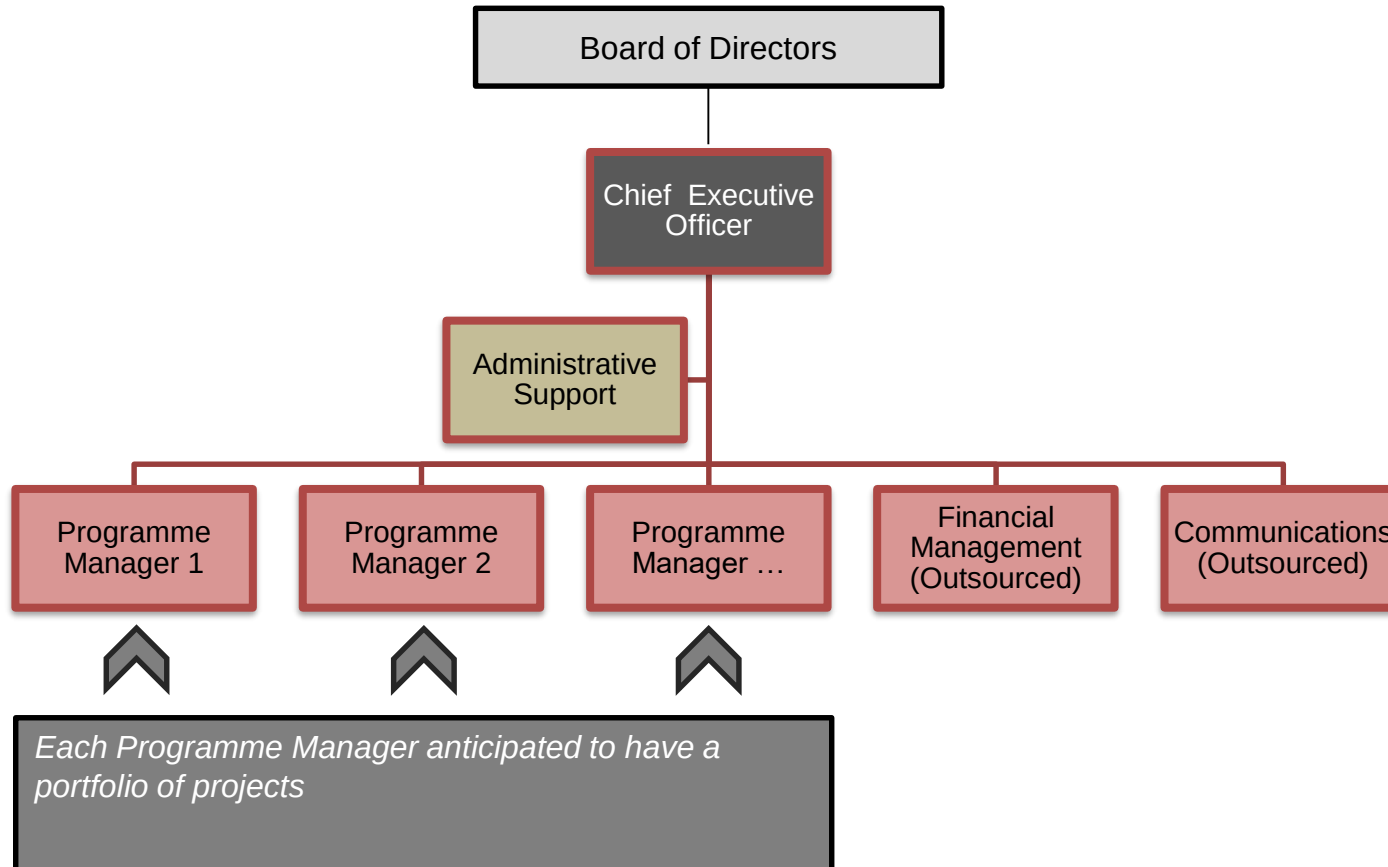
Organisational Strategy

The City is tackling key strategic issues in the Inner City through **three delivery programmes**. The JICP has organised itself to support and add value within each of these pillars:



Organisational Structure

The JICP shall be structured on the basis of a **multi-functional team** and lean operations.





Programmes and Projects

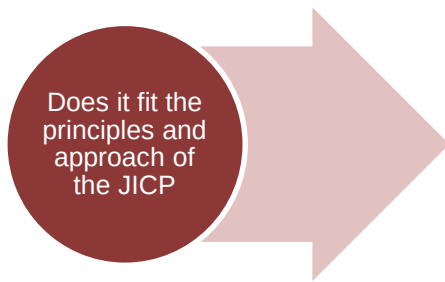


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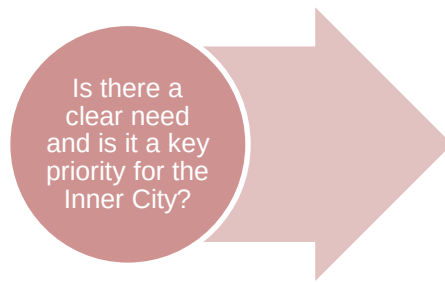
Programmes and Projects

The JICP utilises criteria for selecting projects and programmes to ensure it works within its mandate and core competencies.

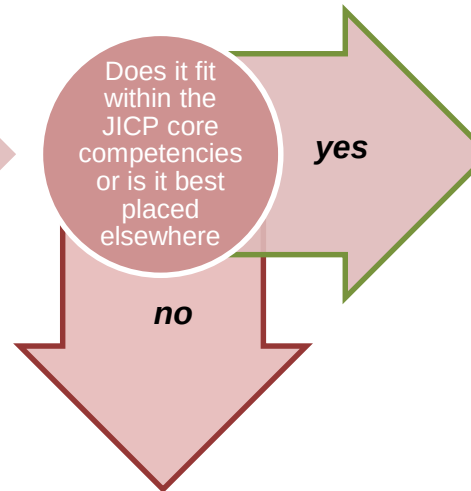
Filter Level One



Filter Level Two



Filter Level Three



Full Scoping

- Define the resources required
- Identify role of stakeholders
- Examine level of readiness
- Conduct risk assessment

Referred to a more appropriate organisation

Programmes and Projects

Core staff at the JICP are responsible for running programmes. Responsibilities of a **Programme Manager** are far-ranging and will require intensive engagement with key partners and sponsors these programmes have a lifecycle, structure, and activities per stage.

Programme Governance – Stakeholder management

Programme Life Cycle

Pre- Programme Preparation

Programme Initiation

Programme Implementation

Outcome Realisation

Programme Closure

Programme Management Process

Initiation Process

- Initiate Programme

Planning Process

- Develop Programme Management Plan
- Plan Programme Scope/ Schedule
- Develop Programme Goals/ Reqs

Executing Process

- Manage Programme Execution
- Manage Programme Resources
- Manage Partners and Sponsors

Monitoring & Controlling Process

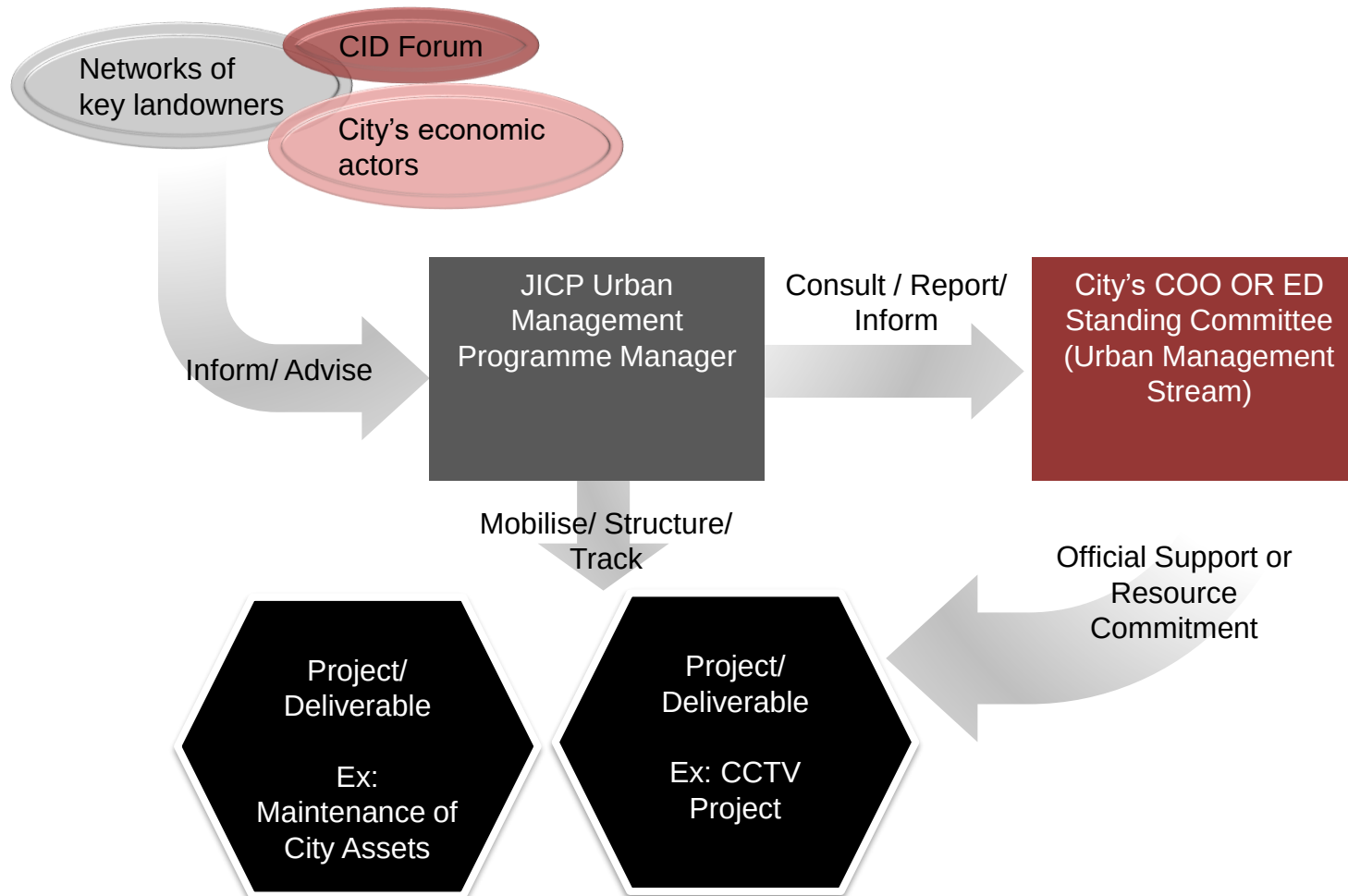
- Monitor and control Programme
- Manage and Control Programme Scope
- Manage and Control Risks

Closing Process

- Close Programme

Programmes and Projects: Urban Management Theme Example

The JICP will leverage its networks to feed into key city structures and policy themes to shape downstream initiatives

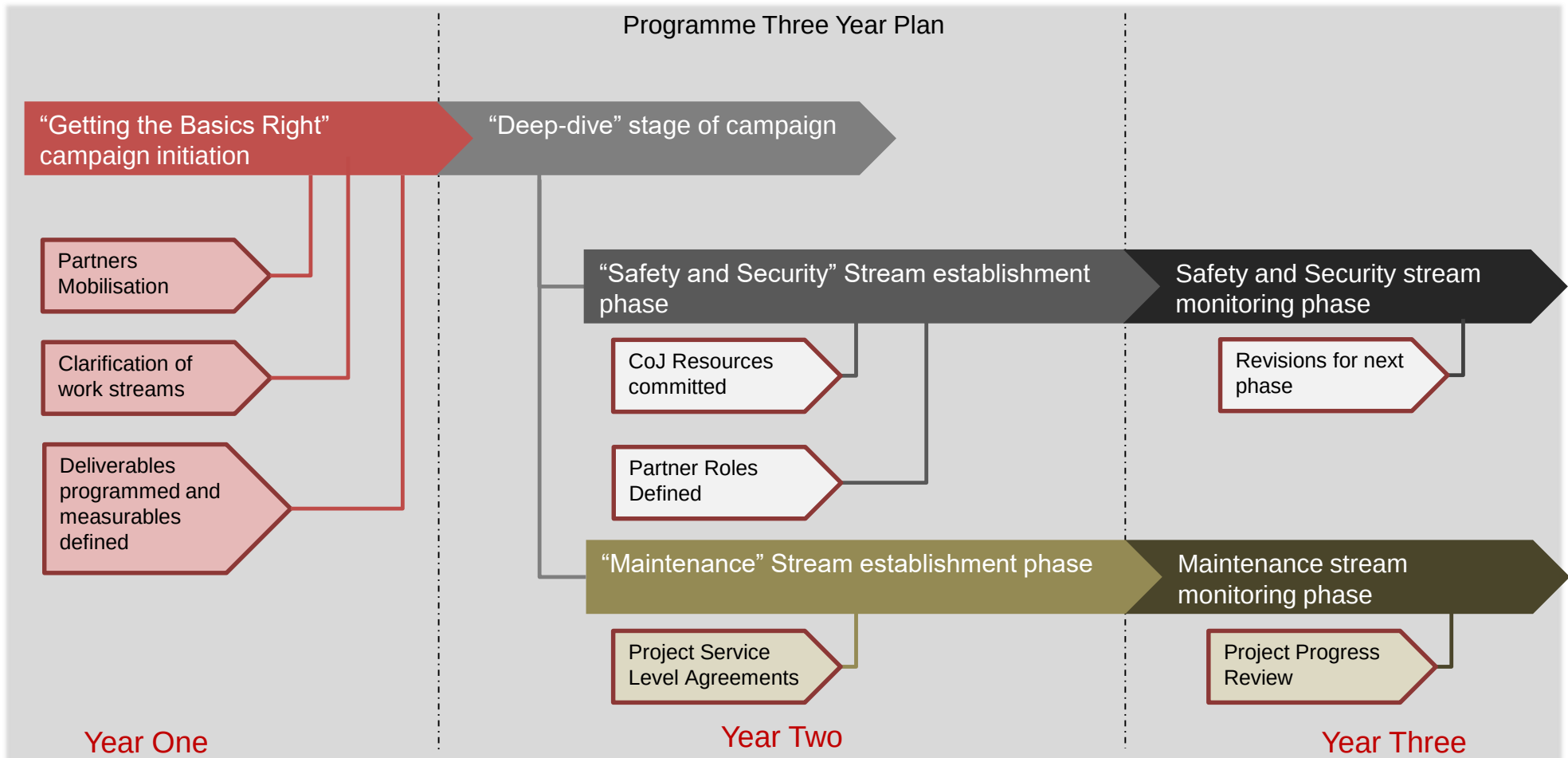


JICP shall help

- Scope the agenda
- Advocate for best practice
- Mobilise partners
- Draft ToRs for partners of project or initiative
- Clarify structure and implementation programme
- Monitor progress and report to sponsors

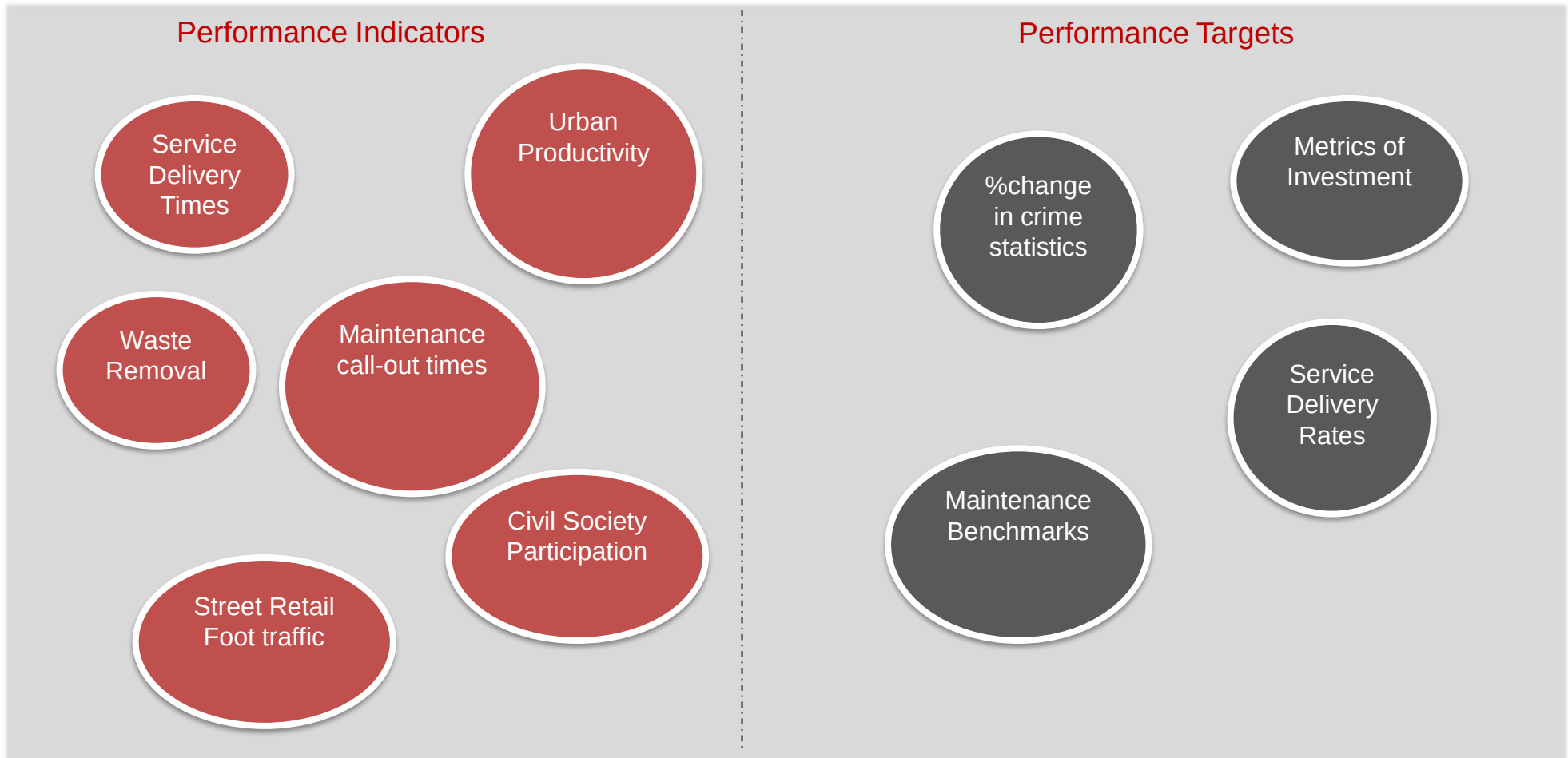
Programmes and Projects: Urban Management Theme Example

The JICP shall propose a structured manner to activate a central platform for the core urban management issues and provide a logic for the programmatic engagement of the private sector.



Programmes and Projects: Urban Management Theme Example

Tracking of **key measurables** is critical for communicating progress and impact throughout a programme life cycle. The Urban management theme could track some of the following:



Programmes and Projects: Reporting to Sponsors

The JICP will utilise a balanced scorecard to track impact of programmes/ projects to show value for money to sponsors and partners.

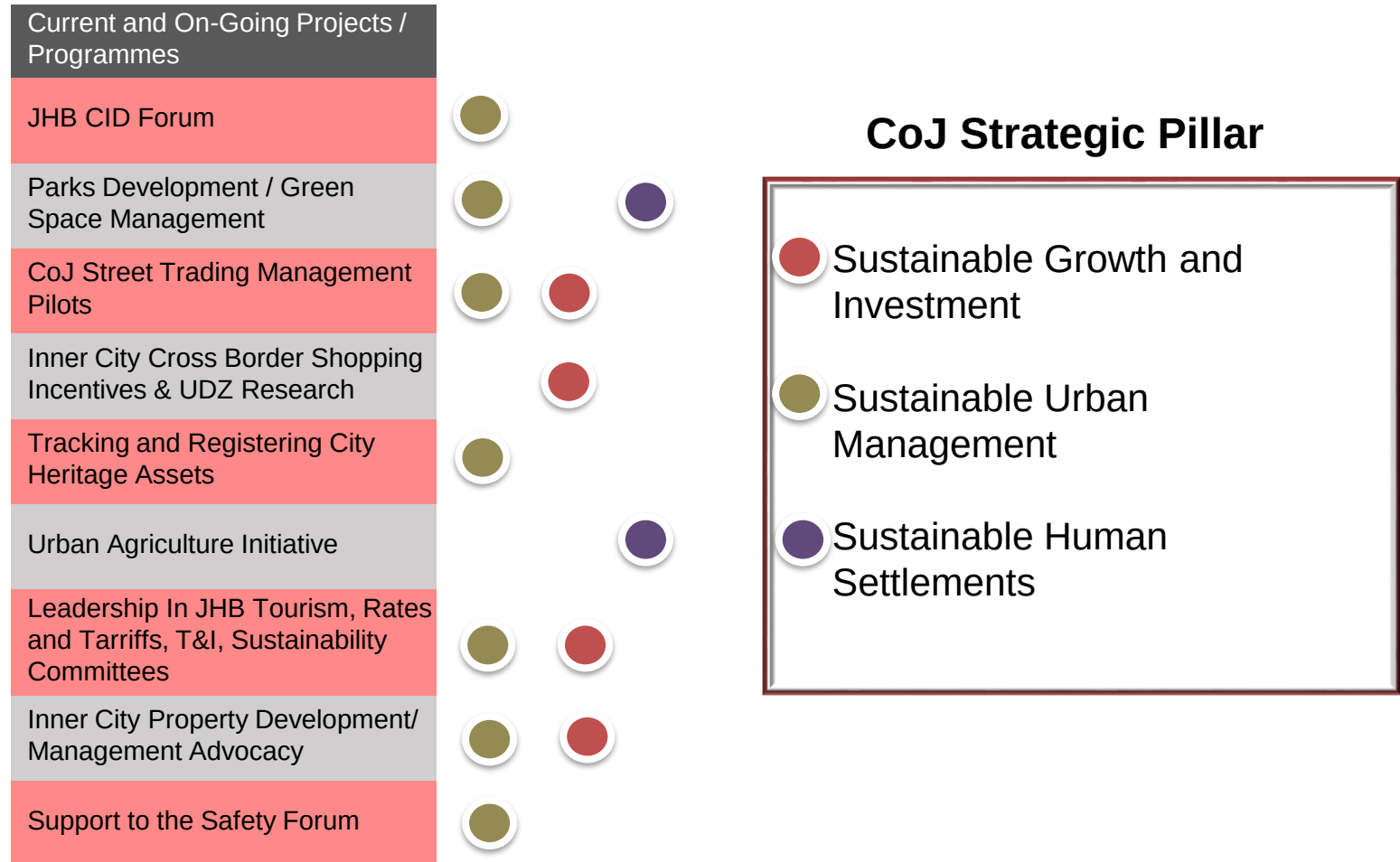
	Project 1	Project 2
Operational Effectiveness		
Project Impact		
Partner Mobilisation		
Scalability		

Legend

-  Good
-  Fair
-  Poor

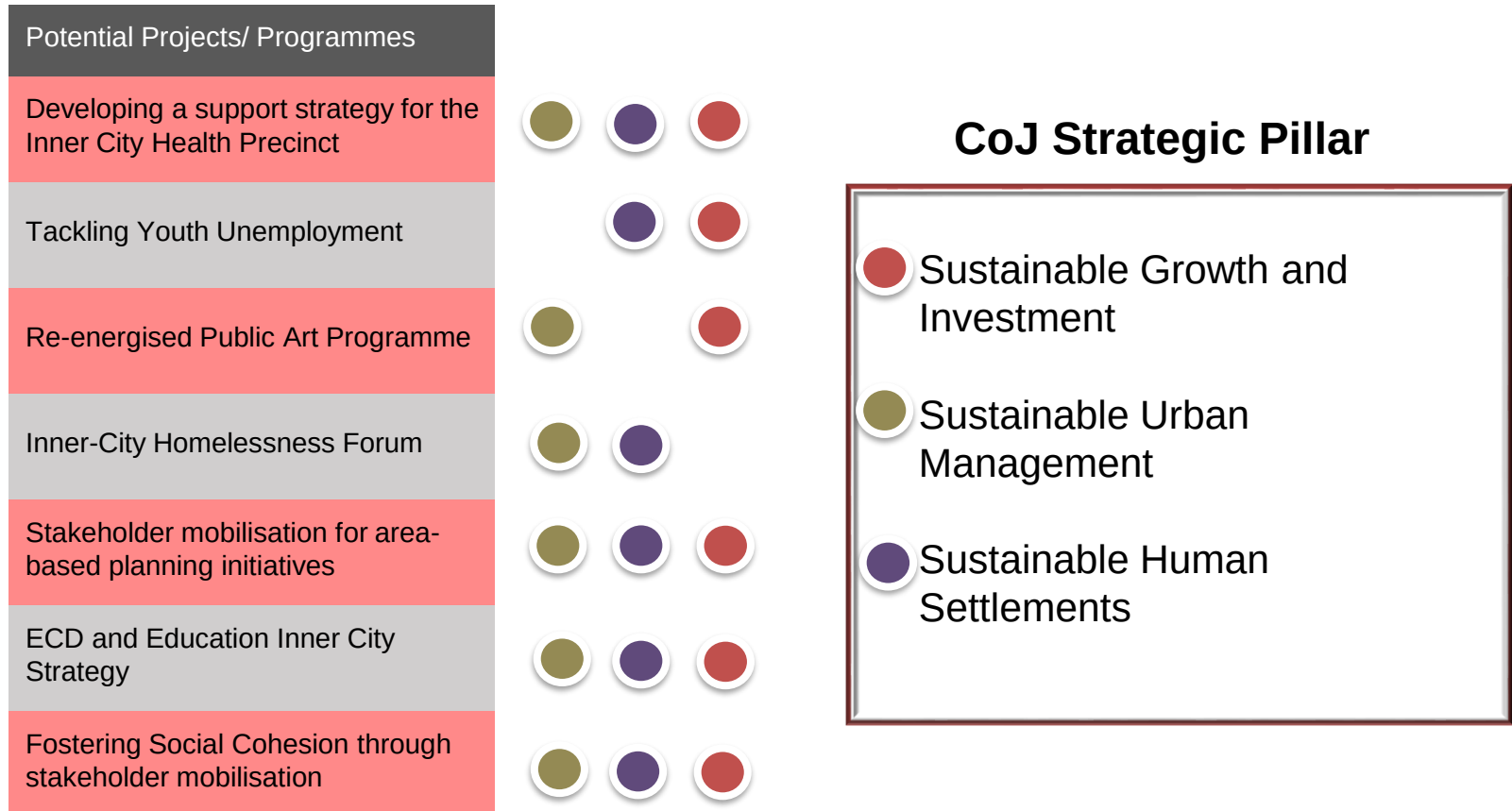
Programmes and Projects: Preliminary List of Programmes / Projects

The JICP has identified a list of projects/ programmes as they relate to key themes and pillars of city strategy.



Programmes and Projects: Preliminary List of Programmes / Projects (2)

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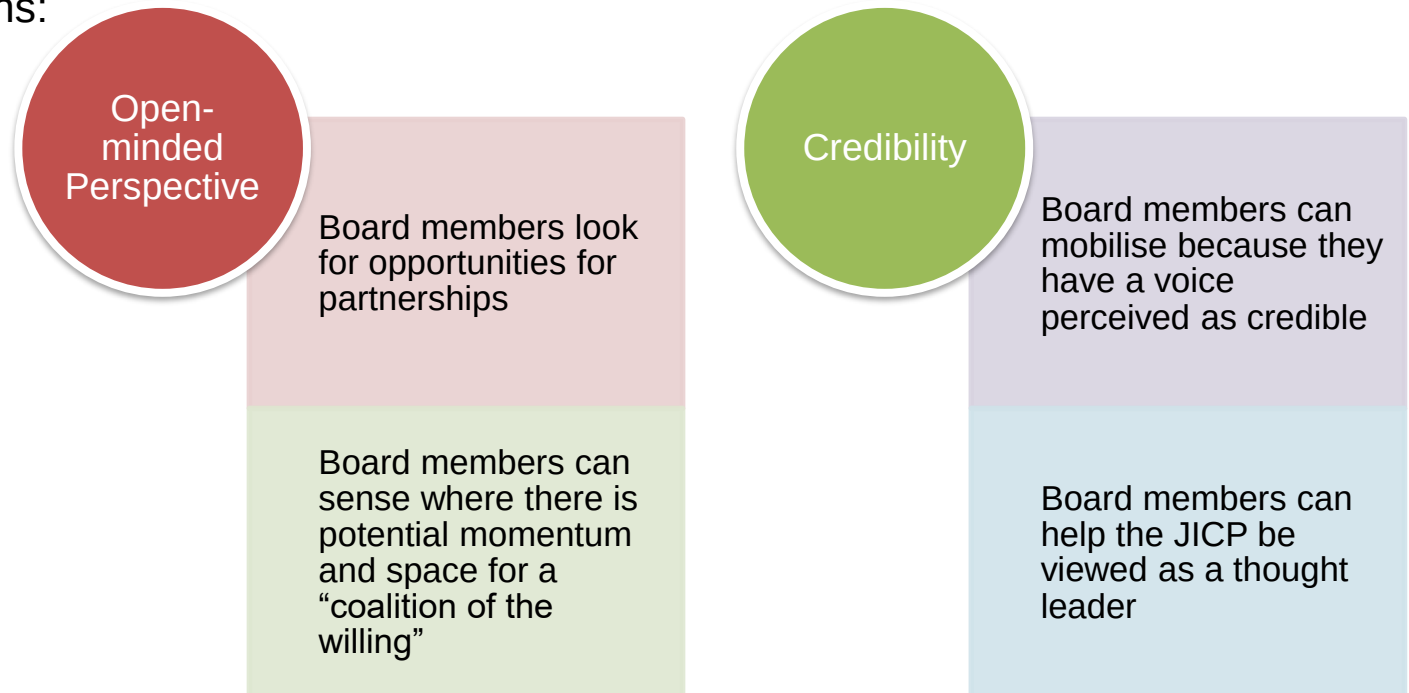


Management and Governance

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Management and Governance: Board Structure

- JICP an independent entity (NPC) –According to company Mol the Company's board must comprise not less than three (3) Directors and not more than thirteen (13), who are unconnected persons as defined in the Income Tax Act
 - Selection of directors represents a strategic opportunity for framing the organisation as a thought leader and mobiliser if the board can be populated with individuals that satisfy two key dimensions:





Needs and Budget

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Needs for Staffing

- The hiring of individuals into the organisation must consider the nature of the JICP's role and responsibility. More specifically, acting as a facilitator/ actor and organiser requires multiple fronts of interaction and consistent, high levels of representation.
- The organisation should focus on:
 - ***Flexibility in staffing***: Allowing for the dynamic nature of projects as they start, grow, and then finish or spin out. Small flexible team that contract in additional resources best in this context
 - ***Place priority on leadership skills***: This organisation will require a strong and visible leader as the work involves primarily relationship building
 - ***Secondment as a means of solidifying partnerships***: The organisation should look toward secondment opportunities to bring in other partners and solidify common agendas
- **Proposed structure**: An initial focus on pulling in strong leadership with small staff compliment of multi-skilled individuals