



## GARETH MORGAN

Director: Resilience, City of Cape Town, South Africa

# I AM SPEAKING AT:

2021 | IPMA GLOBAL  
BEST PRACTICE WEEK  
ONLINE EVENT

April 28<sup>th</sup> | 11:00 am CEST / UTC+2

**Bio:** Leading the new Resilience programme in Cape Town which was seeded with initial investment by the Rockefeller Foundation's 100 Resilient Cities network. Lead drafter of Cape Town's Resilience Strategy. Previously a Member of Parliament with a legislative focus on water, climate change and the environment.

**Summary:** As organisations navigate the complexities of the 21st century, including surviving, adapting and thriving in the context of a wide range of shocks and stresses, what are the skills and capabilities required of leaders in particular and staff in general in organisations? Following lessons learnt in the Day Zero drought that struck Cape Town in 2017/2018, the City of Cape Town metropolitan government developed its first Resilience Strategy. Whilst the Strategy includes actions for building resilience across the whole of the geographic extent of the city, one pillar in the Strategy is devoted to building the internal resilience of the local government. Pillar 5, titled "Collaborative, forward-looking City" concerns itself with the underlying processes and behaviours required by the City government to improve resilience across a wide portfolio of projects, and in so doing impact on Cape Town as a whole. The City has embraced "resilience" as one of the guiding principles of its Integrated Development Plan, and the Resilience Strategy is the vehicle to embed that principle into decisions, planning and human capabilities.

Gareth Morgan, Director of Resilience in the City of Cape Town, will present a range of actions that are being implemented or are being considered for implementation. Among other things he will speak about the value of reflective learning, providing a case study of the Cape Town Drought Learning Initiative. He will show how adaptive management capabilities are being practiced by staff in collaborative workshops, and is now being mainstreamed into the organisation's leadership and training programme. He will speak about the importance of staff being able to understand broad systems in order to locate their own organisation's actions in the context of actions by other organisations. He will show how scenario planning is being used for large strategic plans, including the City's Covid-19 recovery programme. He speak about the importance of integrating resilience thinking into broader risk management considerations. And lastly he will speak about his organisation's early thinking about how it may build resilience considerations into projects at the conceptualisation stage, and provide resilience ratings for projects at the approval stage.

