

Making government partnerships work for improved service delivery

Good Governance Learning Network represented by Dr. Rama Naidu

GGLN Presentation: *Making government partnerships work for improved service delivery*

Department: Performance Monitoring and Evaluation

Strengthening Citizen-Based Monitoring Symposium - 30 September 2013

The Good Governance Learning Network (GGLN)

- Established in 2003 as a learning network on participatory local democracy
- Vision:
 - To create a strong civil society network that harnesses and builds the collective expertise and energy of its members to contribute meaningfully to building and sustaining a system of participatory and developmental local government in South Africa
- Objectives:
 - Share information and learning about local governance by creating an interface for organisations working in this arena
 - Document and disseminate best practices as well as produce information and research outputs that are of benefit to various stakeholders involved in local governance processes, including communities and municipalities
 - Advocate for changes in policy and practice to promote participatory local governance
 - Promote the development and replication of innovative models for participatory local governance and pro-poor development at the local level
 - Generate partnerships between civil society organisations, and facilitate networking between civil society and government, to strengthen local governance processes



Animating active citizenship

Areas of work / Practice areas	GGLN member organisations
Social accountability and community based monitoring	Afesis-Corplan, Black Sash (CMAP)
Rights education, training and capacity building	BESG, ECNGOC, TCOE, PCRD
Community dialogues and visioning (& community radio)	DDP, DAG
Participatory budgeting	Planact, BESG, Fair Share
Community based planning	BESG, CORC, Khanya-aicdd, Planact
Communities of practice & state-community partnerships	Isandla Institute, CORC
Conflict resolution	PCRD
Leadership development	DDP, DAG
Technical support to CBOs and social movements	CORC, SERI, TCOE
Research, policy advocacy, institutional support & litigation	ACCEDE, CLC, Isandla Institute, SERI
Civic Academy	Isandla Institute
Political party engagement	EISA



Membership



Eastern Cape

- Afesis-Corplan
- ECNGOC
- PCRD

Gauteng

- EISA
- IDASA (until March 2013)
- Mvula Trust (suspended)
- eLanact
- SERI
- CBDP
- Khanya-aicdd

KwaZulu-Natal

- BESG
- DDP

Western Cape

- ACCEDE
- Black Sash
- CLC
- CORC
- DAG
- Fair Share
- Bandla Institute
- PMG
- TCOE

2013 State of Local Governance Publication

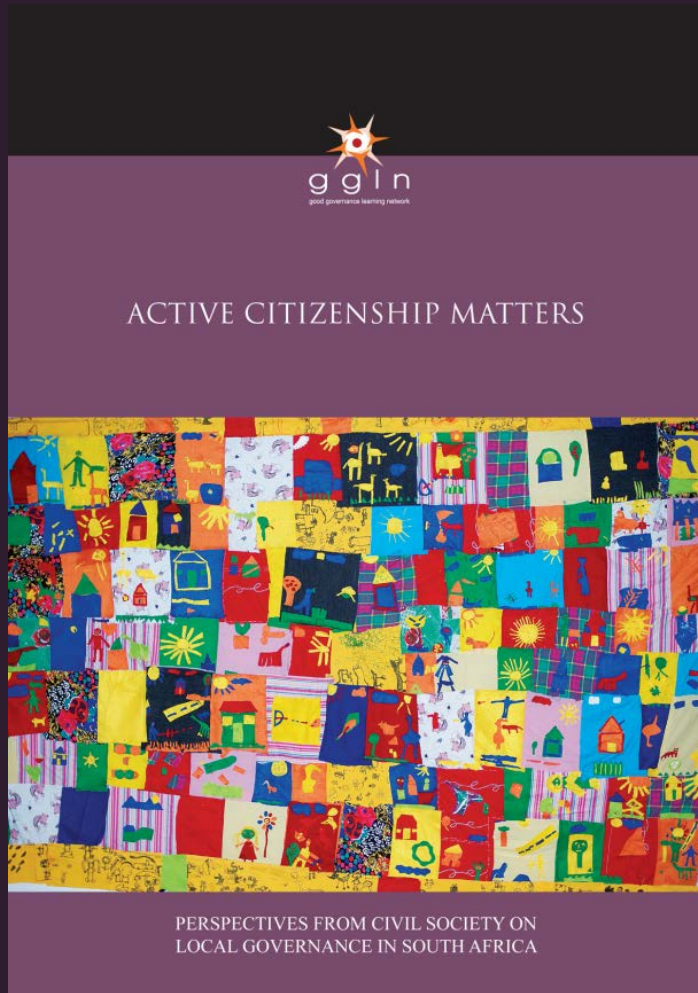


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GGLN: Making Government Partnerships work for improved Service Delivery
 DPME Symposium: Strengthening Citizen-Based Monitoring – 30 September
 2013



The essence of meaningful development partnerships



A Capable Developmental State

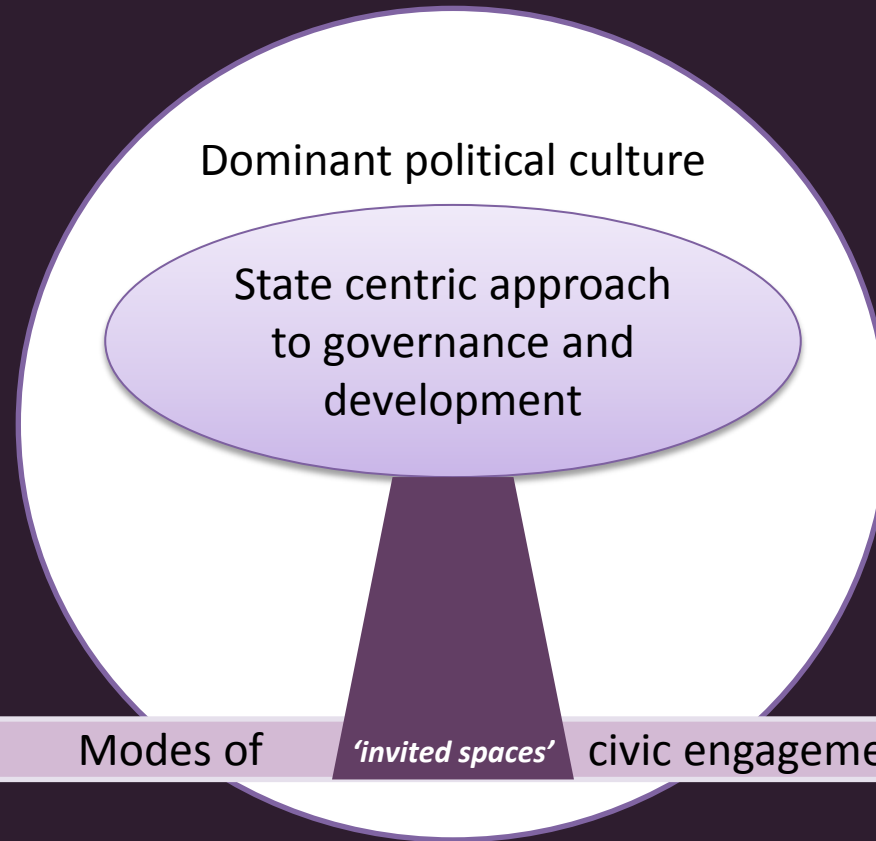
MEANINGFUL PARTICIPATION



An Active Citizenry



Characterising state-civic engagement



*Demobilisation/
culture of entitlement;
Disengagement*

*Radicalisation of
dissent/discontent;
Disengagement*



Putting Participation at the Heart of Development/Putting Development at the Heart of Participation

- Re-conceptualize state-civil society relations to one in which both groups see themselves and each other as development actors and co-producers of development
- Re-configure state-civil society relationships into practice through the design and application of practical models *and* different norms and standards of engagement

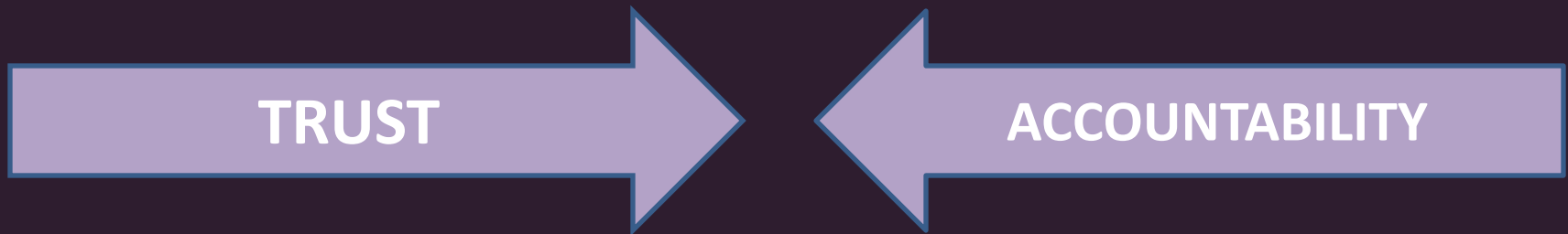
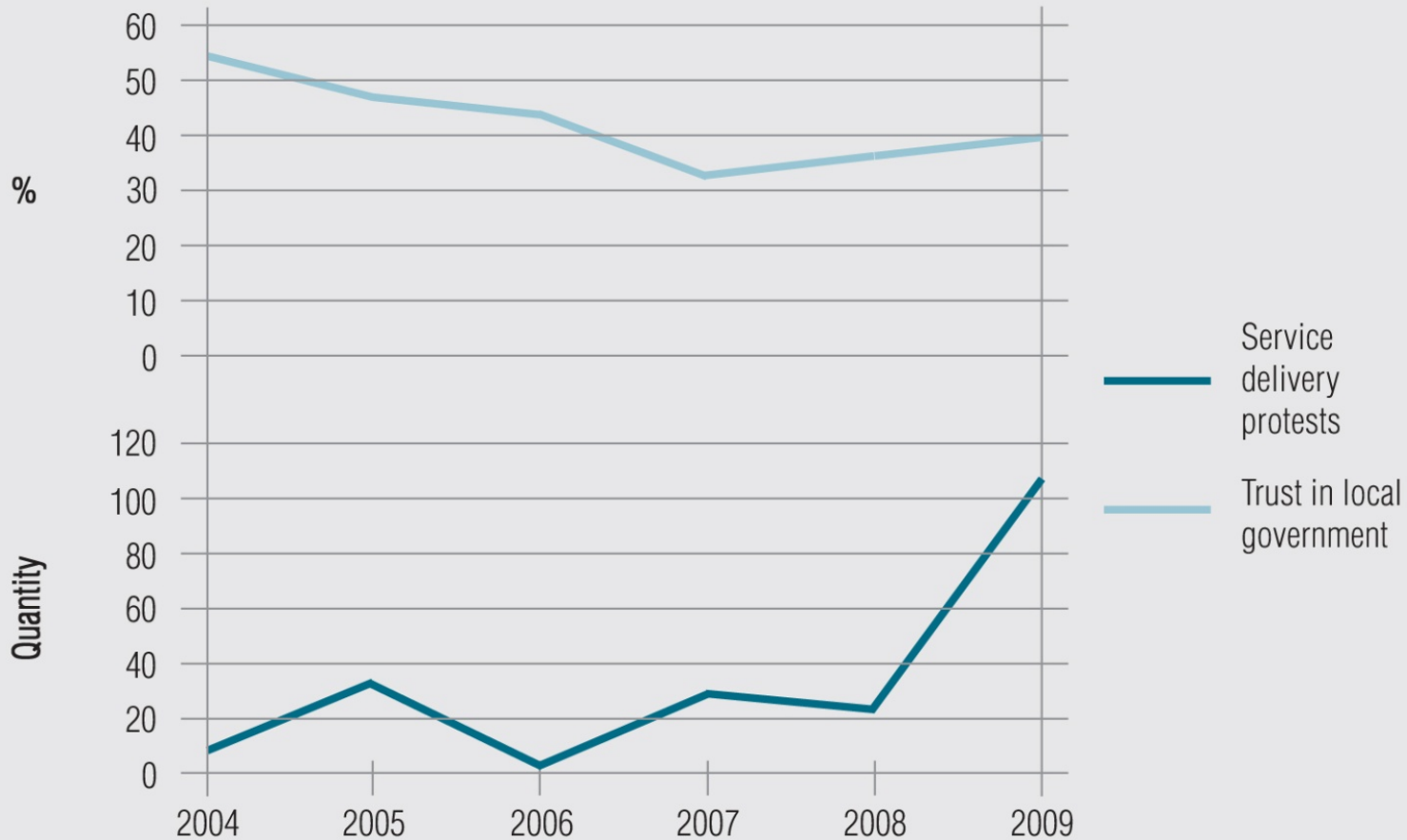


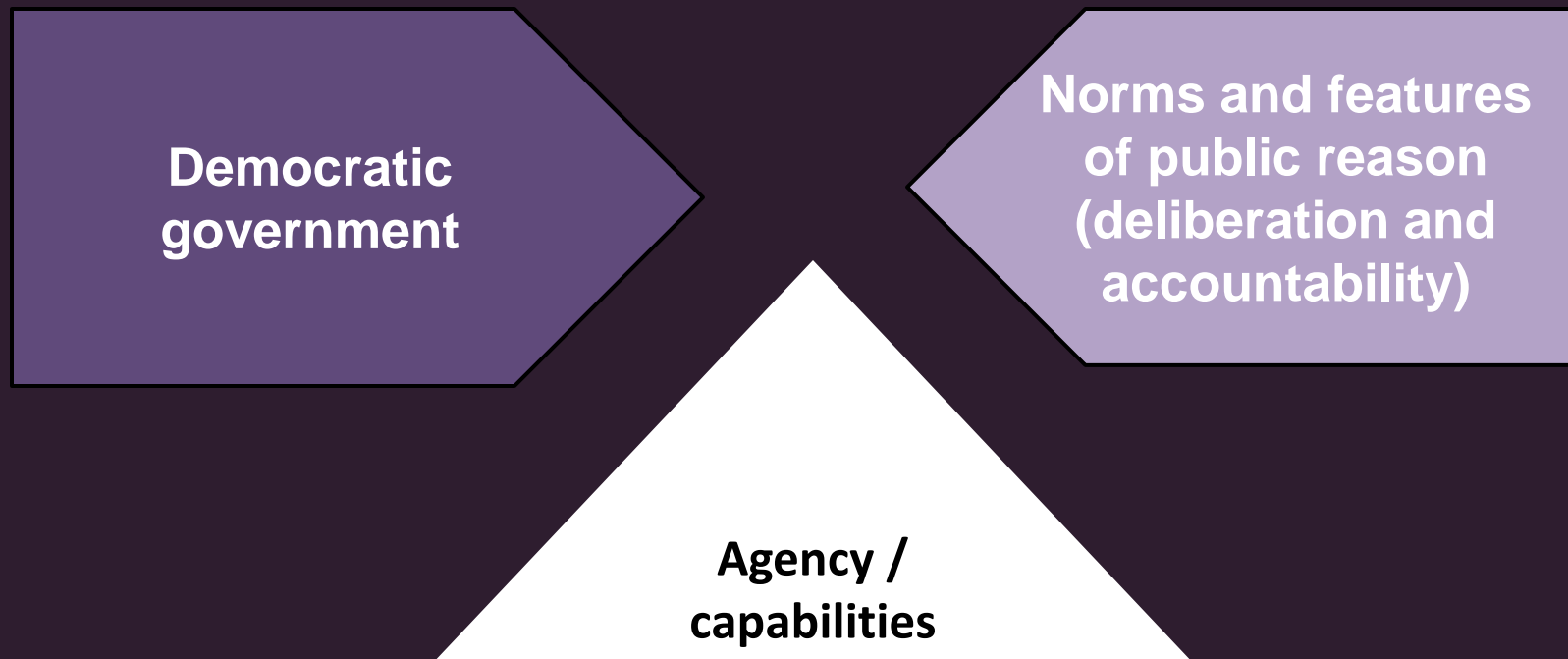
Figure 1: Major service delivery protests compared to Trust in local government institutions, South Africa, 2004–2009



Sources: *Municipal IQ (2012), Roberts (2010)*



Amartya Sen's Notion of Justice



Perspectives on Citizen-Based Monitoring; GGLN

- Examples of different approaches/tools – GGLN Research

Social Accountability

- CMAP : Black Sash

Collaborative Planning

- Networked Spaces: Isandla Institute
- Participatory Budgeting: Planact

Social Mobilization/ Engagement

- Good Governance Survey: Afesis – Corplan



Perspectives on Citizen-Based Monitoring; GGLN

GENERAL LESSONS: GGLN MEMBER CBM METHODOLOGIES

State-legislated spaces for participation are not as effective as envisaged

Create spaces that allow for a “learning with” culture and not a “knowing elite” dominance – progress along the continuum of learning

Allow for processes that will result in a paradigm shift

In order to create the levels of trust and accountability required for meaningful participation, the terms of recognition in state-civic relationships have to change. A “deeper” level of facilitation is required, one that acknowledges and addresses the power dynamics in the room

We assume that local government officials are able to facilitate dialogue and communicate information in a way that makes it accessible to communities.

Language and literacy(financial, language and jargon) are real obstacles to communication and meaningful participation.



Perspectives on Citizen-Based Monitoring; GGLN

GENERAL LESSONS: GGLN MEMBER CBM METHODOLOGIES

We assume that local government officials are able to facilitate dialogue and communicate information in a way that makes it accessible to communities (cont).

We need to empower all stakeholders to facilitate constructive dialogue (e.g. DDP methodology)

We perceive communities as homogenous recipients, almost virtuous and a united front

Communities are not homogenous and contestation is a natural element of development planning. There should be room for negotiation, deliberation as this is a crucial element of a healthy democracy .

Data-gathering is an inherent part of CBM, however, the nature of the data and the methodology of data-collection is crucial.

We should be mindful of the intangible or “soft” issues that are not easily quantifiable when we interpret data in general. Context is a meaningful determinant.



DPME: Strengthening Citizen-Government Partnerships

- **Critical Success Factors for the DPME framework**

- The political and leadership culture needs to be conducive to and drive this process
- The process at grassroots level is as important as the product – Amartya Sen’s notion of justice and democracy
- The devil is in the detail: critical to nurture a context underscored by trust and a culture of accountability without which the most advanced tool would be useless
- Communication i.e. meaningful dialogue and capacity-building are the key element of success
- Accountability will close the loop and reinforce the value of any CBM process – communities need to see their input in the development planning & implementation process

