

Elements of Success for Partnerships for Development

“Co-creating Development Solutions through Effective Partnership”



Photo source: USAID

**“Partnership for Development Knowledge Conference
Supporting Constructive Engagement between Government of Yemen and CSOs”**

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CONTENTS

- Partnerships In International Development**
- Why Partnerships are Important for Development**
- Types and Goals of Partnerships for Development**
- Advancing Government-CSOs Partnerships in Yemen**
- Enabling Factors for Effective Government-CSO Partnerships**
- Building for the Future: Challenges and Priorities for Government-CSOs Partnerships in Yemen**

Partnerships In International Development

- **The international development community recognizes partnership as central to advancing development goals**
- **Prominent examples are:**
 - **Aid Effectiveness Agenda**
 - Paris Declaration on Aid Effectiveness
 - Accra Agenda for Action
 - Busan Partnerships
 - **Open Aid Partnership**
 - **Open Government Partnership (OGP)**
 - **The GAVI Alliance (Formally Global Alliance for Vaccines & Immunization)**
 - **Multi-Country HIV/AIDS Program (MAP)**
 - **Global Partnership for Social Accountability (GPSA)**

Why Partnerships are Important for Development

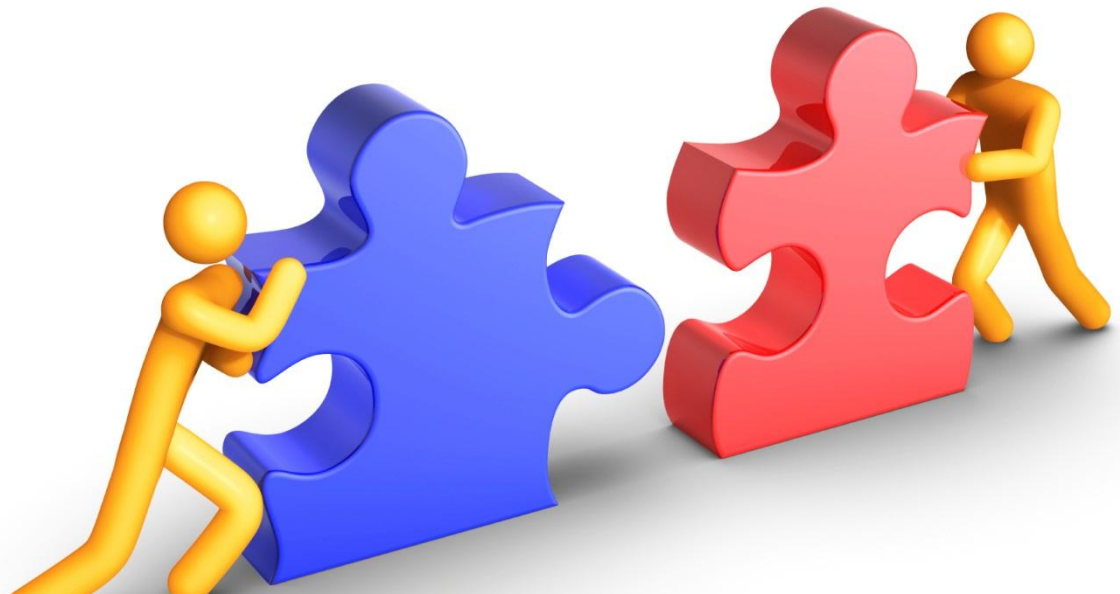


Why Partnerships are Important: Co-Creation of Solutions



.....to complex development challenge:

**Mount Kenya East Pilot Project:
*Harnessing CSO-Government and
community partnership for sustainable
natural resource management***



Types and Goals of Partnerships for Development

Partnerships for...

- **Setting National Development Priorities**
 - Example: CSOs engaged in the PRSP process (Bolivia)
- **Transparency, Accountability, and Good Governance**
 - Example : Co-production of Citizens Budget (Kazakhstan)
- **Improving Delivery of Services**
 - Example: Local committees and citizens against HIV/AIDS (Cameroon), MAP initiative

Types and Goals of Partnerships for Development

Partnerships for...

- **Advancing Policy Goals**
 - Example: Mainstreaming Gender in the Palestinian Territories
- **Enhancing Development Financing**
 - Example: Enhancing health financing in South Africa
- **Improving Development Spending**
 - Example: Mobile-enhanced participatory budgeting in the Democratic Republic of Congo (DRC)
- **Enhancing Local Governance** (Participatory planning, local councils)

Advancing Government-CSO Partnership in Yemen



- **The World Bank supports stronger partnership & collaboration between Govt and CSOs in Yemen**
 - **A Civil Society Assessment** to help clarify the emerging CSO universe in Yemen
 - **The Govt-CSO Partnership Project**, which aims to build CSO capacity to partner with Government
 - *Parallel to* the Bank-supported **Decentralization Initiative** and local governance / service delivery pilots supported by **State & Peace-Building Trust Fund**
 - Exemplify broader collaborative efforts described under the **Mutual Accountability Framework**, aligned to the **GCC** political initiative

Advancing Government-CSO Partnership in Yemen

The Challenge

THE PROBLEM:

- Immense in magnitude
- **Multi-dimensional** (cutting across diverse sectors)
- **Incredibly complex** (cutting across international borders)
- **Crucial to improving poor people's lives**
- **Affects millions of people from different sectors of society** (multiple stakeholders)
- **No specific technical fixes**

Requires

SOLUTIONS PARTNERSHIPS

- **Promote Collaboration** (Government, Civil Society, Private Sector, Donors)
- **Bring in Multi-disciplinary Skills**

Results in:

- Knowledge & Learning
- Innovations
- Co-Creation of Solutions

Enabling Factors for Government-CSO Partnership



Enabling Factors for Government-CSO Partnership

Political transition

presents opportunities to

Create partnership of government & CSOs

which can

Leverage diverse skills to solve problems

Leading to greater mutual trust

and

Enhanced legitimacy of the government of Yemen



Enabling Factors for Government-CSO Partnership

1. **Government Leadership and Commitment:** to work with CSOs as partners and autonomous entities
2. **Transparency:** A culture of openness information is shared systematically and citizens and CSOs have ready access to government information and systems
3. **Effective CSO Governance:** Where CSOs practice fiscal transparency and are accountable to constituencies
4. **Mutual Accountability:** Willingness by partners to be mutually accountable, to take responsibility, and to follow through on commitments
5. **Mutual Respect:** Affirming, upholding and respecting the legitimate institutional roles and mandates of government and CSOs
6. **Mutual Trust:** Relationships that are mediated by mutual trust

Enabling Factors for Government-CSO Partnership

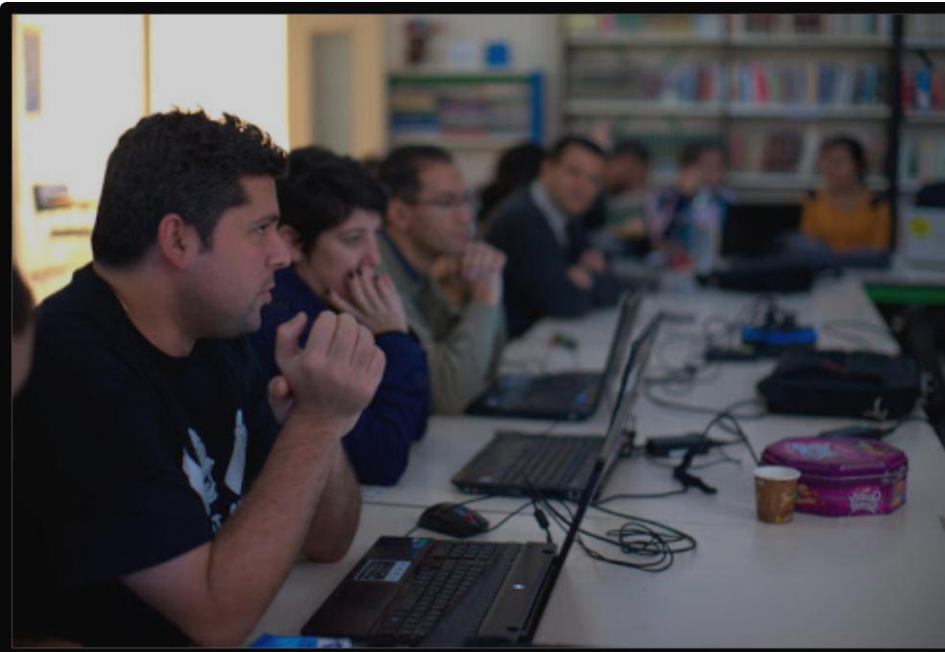
7. Multiple Engagement Mechanisms

- Combine bottom-up and top-down approaches for driving partnerships
- Complementarity rather than competition between CSOs and Government mechanism

Enabling Factors

Government Leadership Matters

MOROCCO



Government leadership in Morocco's enabling environment for access to information.

Moroccans celebrate 'Right to Know' day in September 2013

...and recognized the need to *implement & use* ATI law

Enabling Factors: Mutual Trust and Respect Matters

PHILIPPINES



The Open Budget Partnership (Philippines)

Collaboration, Trust & Confidence between:

- Civil Society Organizations
- The Office of the Executive
- The Department of Budget and Management
- Academic institutions
- International development agencies
- The Senate Finance Committee
- House Committee on Appropriations,
- Professional Associations: finance, accountancy & budgeting

Enabling Factors Multiple Engagement Mechanisms

GHANA



TOP-DOWN & BOTTOM-UP COLLABORATION FOR SOCIAL ACCOUNTABILITY IN GHANA'S EXTRACTIVES SECTOR

- CSOs have launched the **Civil Society Platform on Oil and Gas**, a vocal supporter for Social Accountability in Ghana's extractives sector.
- It *informs & guides* supply-side progress toward a transparent system for managing oil revenues
- Provides **complementary** support for **Public Interest and Accountability Committee (PIAC)** which is tasked with monitoring compliance with the revenue law.

Challenges



The Spoilers: Factors that can *undermine* CSO-Government Partnerships

- **Elite Capture** (The risk that the process of building a partnership is heavily influenced by a few individuals with vested interests)
- **Information Asymmetry between Citizens and Public Officials** (Lack of transparency, information is withheld from the public)
- **Power Differentials** (There's no level playing field between CSOs and Government)
- **Free-rider Problems** (Some CSOs expect to benefit from the partnership without investing themselves in the partnership)
- **Institutional Bottlenecks** (Poor planning, red tape, and bureaucratic processes that prevent the implementation of programs/solutions proposed by Gov-CSO partnership)

Recommendations & the *Way Forward*



Entry Points for Collaboration for CSOs

1. Pay attention to strengthening internal governance supported by fiscal integrity
2. Take accountability extremely seriously: to beneficiaries, to government, to funders
3. Adopt constructive approaches to resolving differences
4. Work towards building institutional self-regulation
5. Grow in expertise and thereby build credibility
6. Deepen outreach to citizens, especially the poor and marginalized; mobilize for development
7. Regularly evaluate your work, using participatory methods to engage beneficiaries.
8. Strengthen networking to build institutional cohesion, knowledge, learning and joint advocacy

Entry Points for Collaboration for Government

- Maintain regular and effective communications with CSOs to give information and to consult on key themes, and build trust
- Create mechanisms and “safe spaces” for dialogue and discussions
- Invest in effectively implement laws affecting civil society and regularly review the legal framework in consultation with citizens
- Affirm the autonomy of civil society
- Create an ‘open government’ environment
- Develop capacity for downward accountability (giving account to citizens, addressing demands and responding to their initiatives)
- Develop mechanisms for grant support to CSOs (for institutional development and projects)
- Respond to citizens, including instituting *reliable* processes for addressing citizen demand

Entry Points for Collaboration for Donors

- Continue to invest in building capacity of CSOs to implement sustainable projects and undertake social accountability
- Support government efforts to engage citizens, in particular helping it develop ICT capabilities
- Assist in building an enabling environment for Government-CSO partnership, and citizen engagement
- Use funding to CSOs to strengthen CSO capacity to monitor and evaluate programs, to capture and report on results, and institutionalize performance measurement.
- Promote and support government and CSOs' knowledge and learning from international practices

THANK YOU!