Engaged Citizens
Responsive Governments
Connected Societies

Making All Voices Count
Semi-Annual Report: Year 4
June 2016 - November 2016

Contents

Making All Voices Count

Making All Voices Count is an international initiative that harnesses the power of innovation and new technologies to support effective, accountable governance.

Working in 12 countries across Africa and Asia, the programme funds new ideas that amplify the voices of citizens, and enable governments to listen and respond.

At its core, Making All Voices Count is also a learning programme, exploring the role technology can play in securing responsive, accountable government and building an evidence base on what works and what doesn't.

Its aim is not only to bring about change during the lifetime of the programme, but also to leave a legacy of learning that helps to ensure future governance programmes that seek to capitalise on the transformative potential of innovation and technology are more informed, inclusive and impactful.

This is the programme's Year 4 semi-annual report, covering the period from June 2016 – November 2016.

Making All Voices Count

Who we are

Making All Voices Count is managed by a consortium of three partners:

- **Hivos (consortium lead)** – An international development organisation working in 26 countries across Africa, Asia and Latin America to support people in who are systematically blocked from rights, opportunities and resources
- **Ushahidi** – One of the pioneering technology-for-development organisations, providing open source tools for interactive mapping and real-time crowdsourcing of information deployed in 150 countries since 2008
- **Institute for Development Studies (IDS)** - A leading global institution for development research, teaching and learning, and impact and communications, based at the University of Sussex in the UK

Where we work

The programme focuses in 12 countries across Africa and Asia, divided into Tier 1 and Tier 2 countries. Tier 1 countries include Ghana, Indonesia, Kenya, the Philippines, South Africa and Tanzania while Tier 2 countries include Bangladesh, Mozambique, Uganda, Liberia, Pakistan and Nigeria. In Tier 1 countries, a locally-led, bottom up approach to innovation and scaling is promoted. This approach involves investing in our understanding of the local context to ensure that our portfolio of investments and efforts collectively and demonstrably contributes to transformative processes of change. This is a more collaborative, political economy analysis approach to engagement that works through brokering unusual relationships, building capacity and facilitating learning through the work of in-country based Country Engagement Developers (CEDs); something that does not necessarily happen in Tier 2 countries where there are no locally-based CEDs.

What we do

Using a $45m [1] fund created by our donor group, Making All Voices Count nurtures innovative approaches to strengthen citizen engagement and government accountability through four streams of work:

- **Innovation & the Competitive Approach:** competition-based activities, including the Global Innovation Competition and Pitching Competitions. These activities are key in finding new grantees, who may not apply through an online-only call. The innovation team also supports technology eco-systems in the countries where we work, funding Tech Hubs and providing mentoring for innovation and scaling grantees.
- **Country Programmes & the Collaborative Approach:** thematic, country-based grants, combined with partnership-building and policy activities in our Tier 1 countries, where we have full time staff.
- **Research, Evidence & Learning:** internally and externally focused research, building an evidence base on what works and why in using innovative approaches to strengthen citizen engagement and responsive, accountable governance.
- **Global Action:** a cross-cutting set of activities comprising both public relations, and Making All Voices Count's engagement with policymakers, opinion formers and influencers.

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1. *The figure is tentative, it will change after the current budget reviews.*

Overview of what we have funded

Over the last 6 months, we have been working on 162 active projects:

- **50** innovation projects, focused on finding and testing new ideas
- **30** scaling projects, taking proven concepts and to scale
- **59** research grants, building our knowledge on how technology is being applied across the wider governance field and supporting practitioners to learn about how their own projects are working.
- **16** Global International Competition
- **7** tech hub

South Africa hosts the majority of our single-country projects. Indonesia, Kenya, The Philippines and Ghana are also strongly represented.
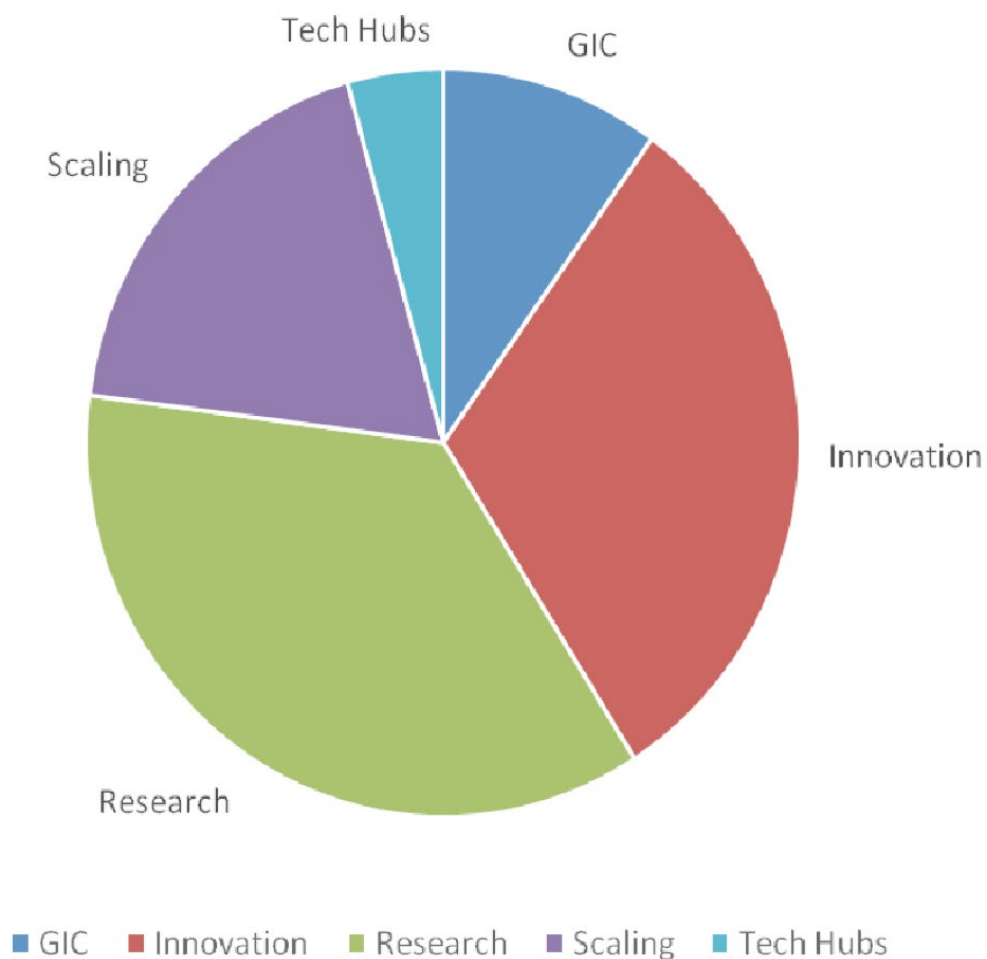
Overview of what we have funded

Active and Completed Projects

During the reporting period **35** projects were completed and closed while **127** are still active and under implementation as represented below:
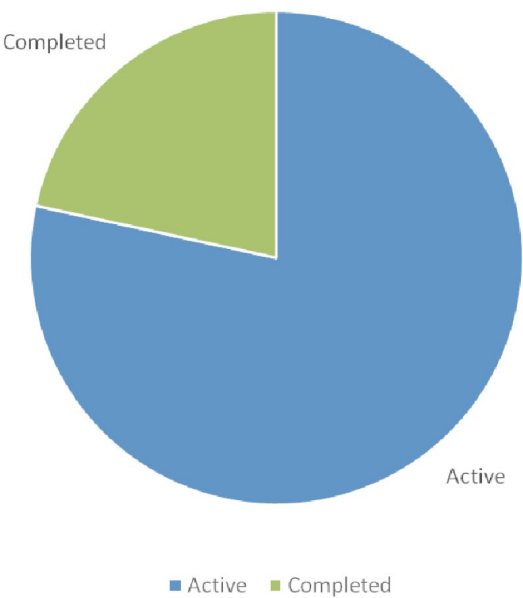
Grants & Risks

MAVC is in the process of developing a unified dashboard across its portfolio. The dashboard below reflects part of the portfolio (see annex VI for detailed analysis).Projects categorised as green are proceeding as expected, projects categorised as red are at high risk and are being managed closely to mitigate the risk of failure, and projects categorised as yellow exhibit a low level of risk and are being monitored as such. (Green: 40, Yellow: 60, Red: 18).
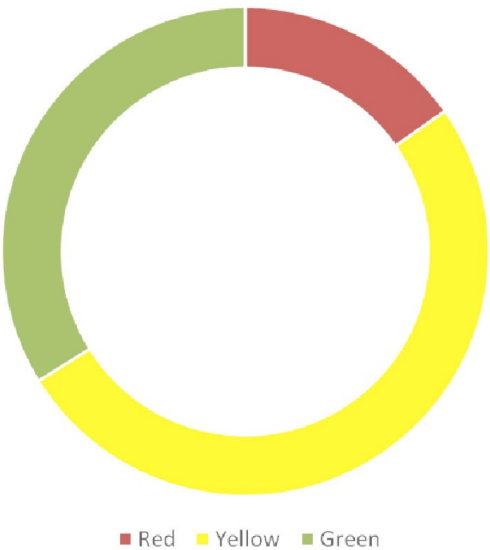
GHANA

In Ghana we are working with the Savannah Accelerated Development Authority (SADA) to help community members exercise voice to hold social protection administrators accountable by giving them a platform to demand feedback on the quality of social protection services.

"There is a lack of mechanisms for collecting and managing data on poor households at the district level." — SADA

KENYA

In Kenya we are working with Fahamu Africa to implement participatory budgeting in four counties to create a more cohesive approach to local decision making. Participatory budgeting offers citizens a collective voice in determining local development priorities, and advocating for the inclusion of these priorities in their county budgets.

"Citizens and county governments can work together as partners in order to provide home–grown solutions to local county budgeting issues." — Fahamu Africa

THE PHILIPPINES

In The Philippines we are working with Tony Roberts - a research fellow in the Digital and Technology Development cluster at the Institute of Development Studies to look at two case studies of civic engagement technology initiatives. The research examines which forms of power - operating in which places and spaces - shape the use or non-use of technologies, and government responsiveness, or the lack of it.

"Although the importance of power relations is ac–knowledged in the literature on citizen engagement technologies, there has been relatively little systematic power analysis in research on this subject to date."

SOUTH AFRICA

In South Africa, we are working with Codebridge to increase the civic space by connecting actors across civil society, government and technology. Project activities are focused on increasing the number of collaboration events between actors, and increasing the capacity of the hub to facilitate these events.

"The civic space in South Africa is underserved by technology, yet there are highly skilled technologists and entrepreneurs in the growing tech ecosystem." — Codebridge

TANZANIA

In Tanzania, Jamii Media has gone to five constituencies to discuss with MPs, local government officials and citizen representatives what needs to be accomplished over the next year from the MPs lists of promises – and three MPs have already signed the MoUs with Jamii Media around monitoring of their promises through the Tushirikiane project. MAVC has invested a lot of time, and support from a mentor, to ensure the project has a solid theory of change and is not only able to deliver, but is also able to reflect on what worked and what not, and why.

INDONESIA

In Indonesia we are working with Open Data Lab Jakarta- a research and innovation lab focused on harnessing the potential of open data for social impact. It seeks to develop, test and evaluate models, and build evidence for the value of openly available government, private sector and citizen-generated data.

"How can new effective models for open data be developed through inclusive participation of technologists, governments, private actors and civil society?" — OD Lab

Work with Global Integrity and the Open Government Partnership

In year 4, the programme has made working with the Open Government Partnership (OGP) a specific focus, with a dedicated call for proposals for projects working on OGP-related issues. We received 82 applications from local organisations in all six of our focus countries (Ghana, South Africa, Indonesia, Kenya, Tanzania, Philippines), as well as from organisations in Liberia and Nigeria. Six of these were selected to become either innovation or scaling projects and will be accompanied by 'Practitioner Research & Learning Grants'. They will contribute to shaping, implementing and monitoring OGP National Action Plans and their commitments, and supporting and challenging governments as they play their roles in the OGP.

Connecting grantees for better programming and more impact

Under grant-making activities, grantees were connected aiming at achieving greater impact, which is a key feature for encouraging learning and co-creation among grantees working around either similar issues or issues where they can clearly gain from dimensions of intervention that they themselves do not have but another grantee can.

An example is **project NOAH** - a scale-up project implemented by an unusual suspect. The implementing team came from the Department of Science and Technology making their approach to Disaster Risk Reduction and Management (DRRM) highly technical and scientific. Their appreciation of accountability pathways and governance in general were very limited, and this influenced their definition of partnerships and government buy-in. Given this, they were introduced to two other MAVC grantees' (CODE NGO and ANSA–EAP), as means to introduce them to governance, accountability pathways, among others. A mentor was also hired to assist them pursue and properly strategize partnerships at the pilot areas they work in. While progress is slow (as expected), the motivation to learn and adjust the project design to bridge gaps is commendable.

Another example is innovation grant to **Free State Housing Campaign** (that involves 20 Community Advice Offices in an effort to tackle the corruption associated with land and housing allocations in their province), we hosted a Brokering Event to get it off to a sound start with heightened support and attention where 16 guests who came from 14 national and local organisations and institutions (civil society, donors, national government and statutory bodies) joined the team to understand more about the ideas for the campaign and consider possible collaboration.

Working with unusual suspects

In addition to the Free State Housing Campaign project detailed above, some other unusual suspects were added to the list of MAVC grantees based on the analyses of weakness of MAVC portfolio at country and global level.

One of these was, **Bantay Kita** who was approved to implement an innovation proposal that focused on empowering Indigenous Peoples (IPs) to exercise their rights towards proper stewardship of their resources by: (1) improving their capacity to monitor mining companies' operations, (2) facilitating the development and roll-out of a monitoring tool on company operations, royalty payments and agreements, and (3) enhancing knowledge management. While this was not part of the thematic areas for the Philippines, Extractive Industries Transparency Initiative is an emerging concern, and part of the Philippine government commitments to the OGP. Having IPs as project beneficiaries also widens MAVC's reach in the country.

Global Innovation Competition

Four Global Innovation Competition (GIC) silver winners from Kenya (2), Indonesia and Uganda received their grants while the rest received their grants early in Year 4. GIC's are a unique approach that MAVC has developed over the years of implementation and would like to share with other investors during this last year of the programme hence the significance of these final grants to help us consolidate some of what we have learnt in using the approach.

Tech Hubs

Tech hubs continue to build relationships with government and CSOs to coalesce the tech governance community to facilitate exchange of skills between technical and non-technical actors. Buni hub in Tanzania was added to the Tech hub roster in the reporting period, bringing the total number of strategic tech hub partners to seven. Buni is working with students and communities in Dar es Salaam and Mwanza to engage them in governance activities and to catalyse innovation.

Innovation and scaling projects

14 innovation and scaling projects received mentoring in the first half of year 4. There was a significant increase in the requests for mentors in the area of Monitoring and Evaluation, which is critical for evidence-based learning in this final year of the programme. Support was also given to help potential partners refine proposals for funding and by doing so allow good ideas, that had not been fully developed, a further opportunity to access funding from the programme.

Five fellows were also placed with their areas of support including organizational development, Mobile Application Development, and Information Security. These mentorship and fellowship sup are proving as fundamental to growing organizations that we think will be ready for support from several other investors beyond MAVC, especially after the programme has phased out later this year.

''I gained a lot of insights from the webinar; learnt a lot on how to create an impactful and sustainable social media campaign. I believe this would greatly influence my future projects moving forward.''– Tabitha Mberi, Kenya

Forging networks

During the period under review, five Tech Brokering events were conducted that promoted collaboration, learning and sharing. The many conversations and partnerships that were catalysed at these events, have the potential to lead to deeper understanding of, and more investment in, the civic tech ecosystem'

How we work – highlights

The East Africa Open Data Festival in Nairobi, Kenya brought together key stakeholders from public and private institutions, civil society organisations and the government to showcase their innovations, share experiences and create investment opportunities, such as Jomo Kenyatta University of Agriculture and Technology (JKUAT), Tanzania dLab, Code for Africa, Map Kibera, Map Box, Code for Kenya and ICT Authority among others. Through the panel discussion, the MAVC grantees got an opportunity to share their learning, and also gain from the experience of the experts in the room.

The 7th International Conference of Crisis Mappers (ICCM) is the leading humanitarian technology event of the year, bringing together the most important humanitarian, human rights, development and media organizations with internationally renowned technology companies, software developers and academics.

The main host for ICCM 2016 was an MAVC grantee who works across local government, business, NGO, education and citizen sectors, to help provide coordinated cross sector collaboration, transparency and accountability for more sustainable public and private infrastructure development.

MapPH's free online platform provide opportunities for citizens and organizations to identify funding needs, share programs, services and best practices, and connect with other stakeholders. MAVC also hosted a session on Mapping for Community Resilience and Open Governance.

The Southeast Asia Open Data Innovation Week held in Jakarta, Indonesia was organized by the MAVC supported tech hub, Open Data Lab Jakarta .It aimed at addressing the lack of easy-to-use and customized tools to design and implement impactful open data projects. Innovators from across the region jointly build an open data innovation toolbox that will be made openly accessible to the global community of open data practitioners.

Two MAVC innovation projects - Map the Philippines and Layertech, both from the Philippines were part of the innovation team. There was a lot of engagement and network-building among participants. Map the Philippines and Open Data Labs Jakarta are planning for a joint learning event to be held in Manila in 2017. This event would connect regional stakeholders to exchange knowledge about best practices focused on open data for disaster resilience.

The AfriLabs annual gathering was the first ever physical convening of tech and innovation communities on the continent. It was held in Accra, Ghana and hosted by the tech hub iSpace, a member of the Afrilabs network and strategic partner of MAVC. It brought together tech and innovation hubs across Africa, private sector actors, investors and donors, government and policy makers and academia. MAVC hosted three sessions and a keynote address. AfriLabs has a great potential for enhancing the reach of civic tech lessons from MAVC to the wider Africa ecosystem and we plan to strategically engage with them for this purpose this final year.

Research and Evidence progress

Making All Voices Count manages a portfolio of **59 research projects**. Since June 2016 we have published **32 research outputs** and **12 research based blogs**. MAVC Publications have received **56,000 downloads**. We have seen an increase in social media traffic with MAVC outputs being circulated in different stakeholder groups.

A final strategic review of Research Evidence and Learning (REL) portfolio to identify gaps or new areas for research to inform research granting and cross consortium learning streams, and shapes the thematic focus of MAVC communication activities was completed.

MAVC supported the development, selection, and contracting of new research grants and projects to address any weaknesses in the strategic balance (thematic and types of research) of the REL portfolio and meet remaining KPIs.

There have been continuous exciting research uptake and learning activities at programme, country, and grantee levels. The final year Learning & Inspiration Event, which brings together grantees together from across the programme, to reflect and learn is planned for March 2017.

MAKING ALL VOICES COUNT
RESEARCH, EVIDENCE AND LEARNING PATHWAYS
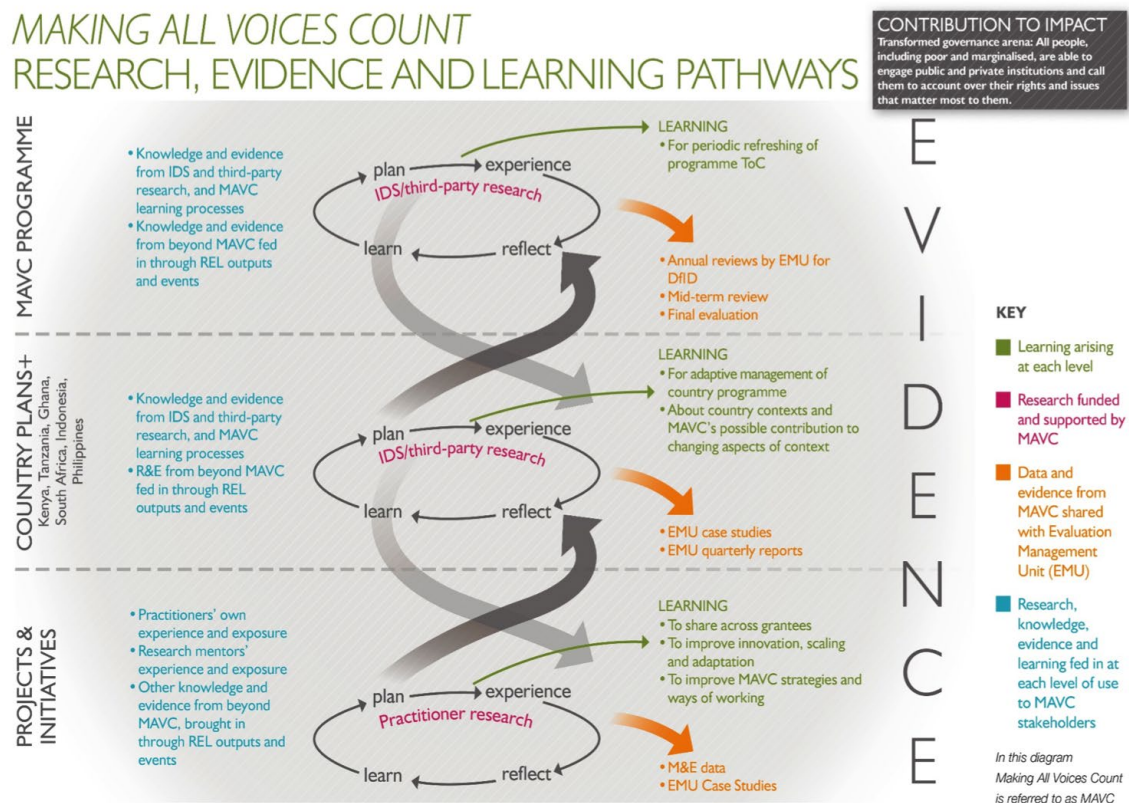
Key outcome-level achievements

Significant work has been done on strengthening key systems and processes for greater impact. During the period under review MAVC has demonstrated achievements, actual and emerging outcomes at three levels:

- Greater r**esponsiveness and accountability in governments** in terms of improved service delivery, avoidance of waste or corruption, and the transparency and answerability of government or state agencies to citizens
- **Changes in governance cultures**, to make them more open, safe and conducive to citizen engagement, government responsiveness and in some cases ultimately co-governance
- Knowledge of **what works**, and of **how it works** in tech-enabled approaches to accountability and responsiveness in governance, as MAVC's long-term legacy.

Greater responsiveness and accountability outcomes

During the last six months MAVC has been able to demonstrate grantee's work contributing to improved service delivery through adoption of custom-built and appropriated technologies, better service quality, coverage and relevance to needs, in response to citizen feedback - often thanks to infomediaries and intermediaries, and increases in efficiency and effectiveness of provision by service providers.

Feedback loops have got closed – not in partial sense of feedback being provided, but in full sense of provider having responded to the feedback and the overall service experience having improved.

In Liberia for example, The Global Citizens' initiative(TGCI), Creating Awareness regarding Liberian National Children's Law: By giving citizens access to government legislation, the £35,000 Innovation project has stimulated active citizen collaboration with law enforcement

agencies via the internet and SMS, leading to large increases in reported cases of child abuse and a significant increase in successful prosecutions of abusers. It has also built capacity among citizens, CSOs, social services and law enforcement agencies in appropriate handling of child sex abuse data; and improved coordination between relevant authorities involved in detection and investigation of child abuse.

Changes in governance cultures

There are notable changes in governance cultures that have led to; improved relationships, skills and norms that are more open, safe and conducive to citizen engagement, government responsiveness and ultimately co-governance.

ANSA – EAP, Philippines - Citizen Performance Audit on Climate Change Disaster Response project is building relationships between citizens, CSOs and government in order to allow citizen auditors to participate in government audits. The intention is to conduct a participatory performance audit on local level disaster risk management practices. Agenda building workshops have been conducted and an agreement signed which provides for a future situation where as members of the audit team, citizen-auditors will be able to include their observations and recommendations in the audit report.

This initiative enables citizens to participate in the formal process of public audits. Through audit reports, citizens can demand audited agencies to respond and act on recommendations based on performance audit results. Government and citizens have gained skills on conducting audit of compliance and performance on disaster risk reduction practices. There has been significant change in **power relations** between government and CSOs as representatives of disaster-affected affected citizens in the disaster risk reduction field.

Changes in terms of knowledge generation and application

During the six months, generation and application of knowledge, not only about what works, but about how it works, that will sustain, spread and help to scale the results of the specific projects funded have been developed.

An example is **The Engine Room: "Sometimes it IS about the tech"** research project that looks at the processes through which organisations in South Africa and Kenya choose technology tools to use in transparency and accountability initiatives - and how this influences the effectiveness of their work.

Through publication, targeted dissemination and promotion of the research outputs via blogs and webinars, several other MAVC grantees have been guided towards more rational and thoughtful choice of tool to use in their MAVC-funded projects, enhancing efficiency and effectiveness of these later projects.

MAVC continues to gain visibility at global level through both online and offline engagements.

In Year 4, MAVC has published **27 blogs** on the Making All Voices Website. Through various thematic social media posts MAVC has reached **4,473 followers on Twitter** and **10,865 likes on Facebook.** The Making All Voices Count Website had **69,191 page views** and **18,592 unique users.**

During the six months from June- Nov 2016, MAVC and partners have shared experience and learning in several global and national events engaged on learning and uptake that include:

- Miguel Louriero and AaliaCassim, 'What Happens to Policy when Policy Champions Move On?' seminar, 26 July 2016, Durban
- Rosie McGee and Duncan Edwards, session at DFID governance advisors' training week, 10 September 2016
- Duncan Edwards. 'From open data research to policy: influencing global, national and local agenda'. International Open Data Conference, 7 October, Madrid.
- Yayasan Kota Kita, 'Inclusive and Transparent Budgeting in Indonesian Cities', research workshop, 2 November 2016, Jakarta
- IT4Change, 'Democratic Accountability in the Digital Age', research workshop, 14 November 2016, New Delhi
- Center for Innovation, Policy and Governance, 'Tools for Making Public Complaints', public discussion and research launch, 22 November 2016, Jakarta

Through these events, MAVC is contributing to shaping the knowledge ecosystem through interacting with knowledge communities as well practitioners, which help the programme have an influence at the global level. MAVC continues to explore how new knowledge influences practice, as part of the learning agenda.

Case Studies

Using a web, SMS and voice (in various local languages) application that educate Ghanaians on the amount of money that is generated by the government from the Oil and Gas industry, the Oil Journey shows how these revenues are utilised in the Greater Accra region as a pilot case for scaling to other regions .

Through the platform, there is notably increased citizen participation in tracking how oil revenues are generated and spent. Citizens are able to review, monitor and rate how well the projects are performing, highlight issues of corruption and demand accountability from local authorities. Infosol Technologies in partnership with the Public Interest and Accountability Committee and the African Centre for Energy Policy, was able to gain access to comprehensive data on 14 projects financed from oil revenues in the Greater Accra region for the year 2014.

"It's through the project that I got to know what the oil revenue does. They are using the oil money for projects that we don't know."– Assembly member for Adenta Municipality Hon. Emmanuel YeduSackey

More than **144,945 people** who include traditional authority, Assembly, men, women and civil society organizations have been reached with **407** of them engaging with the government through questions, comments and suggestions. Additionally up to **2 million people** reached through Net2 TV during the launch.

This is the type of intervention that should not fizzle out! It is unique. Every region in Ghana has oil funded projects but who knows about them? Please tell your donors to support the intervention in other regions,'' Mrs Elizabeth Abena Nkrumah Director of the Financial Accountability and Transparency Africa (FAT Africa)

The project has potential to partner, learn and strengthen partnership with the TIMBY project in Liberia and the Open Oil project in Tanzania thereby contributing to building a regional comparative analysis of transparency and accountability issues on the extractive sector in (West) Africa.

Case Studies

Who: <u>Sinergantara</u>

Where: Indonesia

What: Game My Village – ICT improves citizen participation in village planning

Funding: £39,969

OUTPUT 2. Engagement: More citizens, intermediaries and government actors make regular use of innovative solutions to support constructive interactions between citizens and governments

Game My Village is a tool through which local governments can identify community priorities and needs. It helps to build conversations between government administrators who are spending money on public services, and people who are actually using the services.

By involving citizens in local planning and budgeting - and making them part of the process – the game has given citizens greater influence on how public funds are spent in their area, thus bridging disconnect between local government and the people they represent
.
Before the introduction of the game, only seven people on average participated on the forum on invitation basis. Currently, more than **266 people** from five villages have participated in identifying priorities and influencing how funds are utilized. People feel confident and attend the forum (Musrenbang Desa) without invitation. There has been significant increase of the frequency of participation where villages

meet up to five times to validate the information stored in GMV database and identify the gaps in preparation for the forum. They also draft a proposal that consist up to 30 ideas that they present to the local government for adoption that has influenced budget allocation.

‘‘Usually, only men came to the forum. Through GMV women and youth participation has increased” – Drs. Mochamad Syafi’i, MBA, Head Village Ngringinrejo

Game My Village has been replicated in **10 villages.**

“Openness and Trust are what truly make our work as public servant easier”
–Suyoto, Bojonegoro Mayor, OGP

Who: Ignyte Innovations Lab

Where: Philippines

What: Tools and platforms supporting accountability during emergencies

Funding: £40,000

OUTPUT 2. Engagement: More citizens, intermediaries and government actors make regular use of innovative solutions to support constructive interactions between citizens and governments

A team of young innovators developed a platform named Balangay- a disaster preparedness mobile application that aims to connect vulnerable people to information that can save their lives before and during the disaster.

The government is using Balangay to disseminate disaster-related information that citizens have limited access. It has also become a platform to increase citizens' understanding of scientific terms using simple words and pictures.

Balangay has helped the Province of Albay improve disaster vulnerability by bridging the information gap between disaster information providers and vulnerable communities. Use of Balangay as a disaster information resource has helped students with school lessons on Disaster Risk Reduction and Management (DRRM).

By August 2016, there was a total of **320 downloads**, **229 active users**, and an average of **264 daily website hits**.

The innovation team took advantage of the

city mayor's desire to start a Smart City project – and drafted a proposal for a three-year smart city transformation project called "Cloud Legazpi," where they used Balangay as their proof of concept. Through Balangay, Legazpi City was awarded the Best in Customer Empowerment (G2C) during the 5th E -Gov Awards in 2016. The city government has adopted and contracted Balangay team for one year to start a government-owned innovation and data research center. The Balangay platform is now a core component of Cloud Legazpi, and continues to be a source of disaster-related information for citizens.

In addition, the team has pushed for the creation of an interactive feedback system where Legazpeños can voice out their opinions, desires, aspirations, and ideas in building their smart city.

"We created Balangay to deliver reliable disaster-preparedness information to the public."– Frei Sangil, Innovator

Case Studies

With the introduction of Indonesia's new Village Law in 2014, village-level authorities in the country now have a legal requirement to manage their activities and processes in a transparent, participatory and accountable way. The 2014 Law focuses on strengthening democracy at the village level. However, conflicting interpretations of the law have made implementation problematic.

Pattiro seeks to ensure a shared, consistent understanding of the Law among relevant stakeholders at local level (government and civil society) as well as to promote good practices in the implementation of the law. Through field research conducted across 7 villages , Pattiro identified gaps and best practices in the implementation of the law, which fed (and will continue to feed) into a stakeholders discussion held both online (through website and Whatsapp group) and offline (through expert consultations, meetings with government). The engagement strategy is geared towards closing the feedback loop between civil society, local government and national government with the aim of enhancing accountability in the implementation of the law .

Under Open Government Partnership (OGP) commitments, the Indonesian Government launched a pilot project to build capacity of local governments and communities to implement the law. Following a consultation with Pattiro in December 2016, the Government finalized the pilot drawing from Pattiro's research findings which highlighted lack of adequate know-how by local government and lack of adequate information available to citizens.

The Indonesian Government has also developed a draft policy to ensure a standard of information on the village law is disclosed by local governments. Following a consultation with Pattiro in December 2016, the Government has incorporated findings from the research and will revise the policy to make it more comprehensive and accessible.

Patirro has made substantive improvement in the implementation of the village law which ensures a more open and participated governance of Villages, including through the allocation of funding and resources to be used by local communities.

Pattiro built a platform (website + Whatsapp group + offline meetings) that ensures consistent and effective engagement with government (offline) and civil society (online) as well as between civil society and government. The communication flow relates to substantive aspects of the implementation of the law, facilitating the exchange of information crucial to local actors. The project is ensuring more informed decision-making by bringing clarity on specific aspects of the law that so far remained unclear to both local governments and civil society groups.

To ensure the platform is useful to the needs of civil society, and that online participation will be sustained, Pattiro will hold a consultation for current and potential users to discuss the best use of the platform.

Catalysing national action in South Africa

What: Community of Practice
OUTPUT 4 Catalysing Action: Increased global network of funders, experts and mobilisers supporting MAVC objectives

On the 24th and 25th May 2016 MAVC hosted a Community of Practice (COP) meeting with a focus on Open Government Partnership (OGP) with the aim of fostering and strengthening partnerships between government units implementing the OGP commitments and South African civil society groups. The meeting was attended by 48 representatives from MAVC partner organisations, other CSOs interested in OGP and key government departments that lead OGP work.

The meeting was a follow up action activity to the Africa Regional Summit of the Open Government Partnership (OGP) which was held in Cape Town South Africa in early May 2016. At this summit, the country launched its 3rd National Action Plan(NAP). The DPSA (South Africa's OGP secretariat) expressed commitment to partnering with CSOs.

The meeting was also used as a space to explore possibilities of partnerships and explore how to take OGP to the local level. This meant that the COP would embark on a process and role of creating a space for shaping relationships between government departments not only those implementing OGP commitments but others as well, building networks and strengthening community/CSOs action on various issues in the governance and transparency sector.

Outcome

- Partnership between government and civil society to implement specific OGP commitments was done. Department of Planning Monitoring and Evaluation partnered with CSOs amongst them MAVC grantees to host a workshop on Community Based Monitoring (CBM), Commitment 1 of the OGP.

- A meeting invite was sent by the Director General responsible for OGP to the DPSA (who also attended the COP meeting), MAVC and COP delegates for a meeting that was held in July under the leadership of the Deputy Minister. The commitment from that meeting was to set up the South Africa multistakeholder steering committee based on the procedures drafted.

- The National Treasury and DPME attended the Free State Housing Campaign's (An MAVC grantee) workshop where they pledged to support the campaign and extended invitation to the relevant government departments in the province.

- There has been increased networking, brokering of relationships between government, civil society organisations, community groups and tech groups.

- There has been commitment and willingness by five National government departments to work with CSOs .This has provided a platform of sharing between them to understand OGP and its processes.

What we are learning

MAVC's Research and Evidence and Learning (REL) strategy anticipated that by the start of year four as significant numbers of projects supported in years 1 and 2 came to an end, it would be possible to identify and analyse some of the emerging outcomes from MAVC's work (Research & Evidence strategy, p28).

The identification of what changes MAVC has achieved or contributed to is valuable in itself, as part of the evidence base MAVC is building on and as an important aspect of MAVC's financial and performance accountability. Beyond this, through global analysis and synthesis of these emerging outcomes we can start responding to the further-reaching question of how these changes have been achieved, and communicating lessons from this analysis to be used in the design and implementation of future aid programmes, technology strategies and attempts to improve governance.

What changes has MAVC brought about or contributed to?

The main activity undertaken in this reporting period to identify changes, is the Most Significant Change process, led by the Country Programme Manager and grant-managing staff from the Collaborative, Monitoring Evaluation and Learning Manager and Research, Evidence and Learning components. A total of 25 'Most Significant Changes' were identified by CEDs and REL staff from among the grants they manage and the non-grant complementary activities they carry out. Once these had been discussed at the Qualitative Assessment Scorecards workshop in November 2016 and then further researched and written up into a common format including concrete evidence for the claims made, the REL component undertook analysis of the MSC stories, drawing also on observations and evidence from other non-grant aspects of REL work. Findings from this analysis were presented in an 'Emerging Outcomes note (annexed vii) tabled at the January 2017 Steering Committee meeting, and are summarized below;

Analysis reveals that MAVC's work to promote citizen voice and achieve accountable, responsive governance is giving rise, so far, to three categories of **change in the nature and quality of governance**: concrete improvements in service delivery, greater accountability by governments to their citizens, and reduced corruption. The annexed note unpacks these categories and gives specific examples from MAVC's portfolio in which each kind of change has been demonstrably achieved.

MAVC priority countries are all OGP members and publicly espouse the OGP Values relating to access to information, civic participation, public accountability and technology for openness and accountability. As such, it is noteworthy that some of the changes in nature and quality of governance that MAVC has supported are occurring in contexts where, often, citizens still do not even feel free and safe to criticise their governments or pursue claims for entitlements, let alone work with them as co-participants in open governance arenas. There is significant

What we are learning

evidence in the MSC stories as well as in MAVC research outputs to date, that tech innovations destined to improve governance have wide appeal to citizens precisely because citizens can use them while remaining safely anonymous and without disclosing any personal data.

Improvements achieved in service delivery or governments' processes for accounting to citizens will be more sustainable beyond the life of project funding if they are shored up by two other kinds of deeper, longer-term change: **changes in governance cultures**, making them more open, safe and conducive to citizen engagement, government responsiveness and ultimately co-governance; and, **building knowledge on what works and how**, that can fuel effective, impactful, strategic spread and scale. Again, the Emerging Outcomes note at annex vii unpacks these definitions and gives specific examples where we can see each kind of outcome arising within MAVC's portfolio.

As the end of the programme approaches, we will continue to identify and analyse emerging outcomes using this categorization of outcomes established in the Emerging Outcomes note, refining it further in response to what we see.

How are these changes happening?

One of the major strengths of having a research, evidence and learning component embedded in a largely operational programme is the scope for not only identifying changes arising from the programme's activities but studying these changes so as to draw out and communicate lessons on how these changes have been achieved. During the reporting period, we have begun to analyse the crop of emerging outcomes captured particularly in the MSC exercise and start to work out how they have arisen – for instance, how far and in which ways contexts affects outcomes, which factors have contributed to or inhibited positive change, the role of technologies in relation to other non-technological aspects. These are all steps towards answering MAVC's ultimate questions of what roles technologies play in citizen voice and transparency for achieving accountable and responsive governance, and, what lessons MAVC offers about supporting work in this field.

Having begun a close, project-by-project analysis of the mechanisms at work in different MAVC-supported projects and how these relate to the programme's theory of change, we can detect some patterns of change going on along a range of pathways or streams, often working in combination or in sequence with each other.
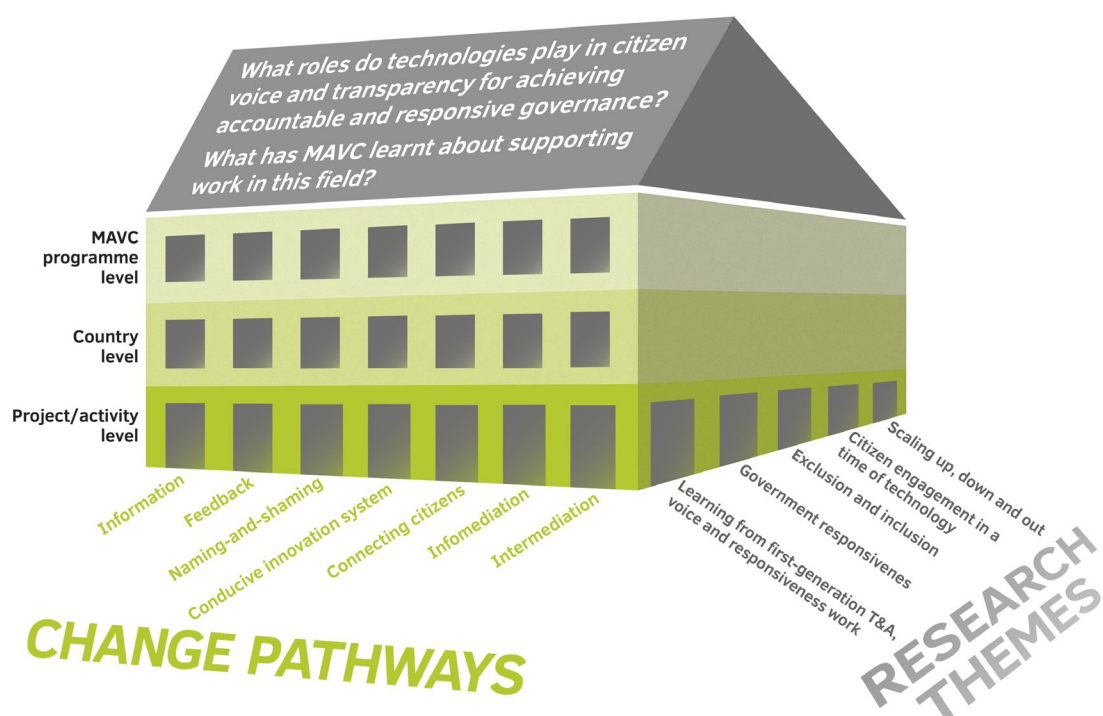
What we are learning

Pathways by which tech-based approaches can contribute to more accountable, responsive governance

- **'Information' for change:** Through greater transparency (e.g. open government measures, use of FOI legislation, rights awareness training), citizens have increased access to information about their entitlements and how to claim them, and can use this information to demand and secure their entitlements. Example: SmartGov Africa has created a platform that brings millions of government datasets together and combines them with a powerful search engine, allowing users to access and visualize public government datasets.

- **'Feedback' for change:** Through feedback provided by citizens or users (either directly or via intermediaries), governments or service providers know what citizens or users' think of them and their functions and services and as a result, become more responsive and accountable. Example: using an innovation grant, Yowzit built an internet and mobile platform for South African citizens to feed back on their experiences of public services and government to access citizen feedback, monitor its own performance, and identify gaps in services. The platform also provides information to citizens on government establishments and provision.

- **'Naming-and-shaming' for change:** technologies are used to expose and shame actors responsible for corrupt, inefficient or unaccountable practices (either in and of themselves, or by comparison with their peers or competitors). As a result, they become more responsive and accountable. Example: The TIMBY project in Liberia has developed digital tools and equipped 'citizen journalists' to monitor and report on natural resource use and transactions, exposing undercover land deals and closing down illegal forest concessions. TIMBY is expected to scale up for incorporation into a government-owned monitoring system and assume a stronger role as intermediary between communities, allied civil society organisations and the Forestry Development Authority.

- **'Conducive innovation systems' for change:** Public and private actors invest in stimulating an enabling tech innovation system, and tech innovators respond to this by integrating a 'public good' aspect into their innovations, resulting in innovations that bolster citizen voice and increase government responsiveness. Example: The Institute of Development Studies research project Doing 'digital development' differently? is examining the contribution of adaptiveness to the success of tech-for-transparency and accountability projects, and the potential synergies between the different kinds of adaptiveness required in such initiatives. This will increase understanding what conditions make a conducive innovation system.

- **'Connecting citizens' for change:** Digital technologies connect many individuals who seek to exercise voice and achieve responsiveness, resulting in large-scale expression of voice. This tech-enabled connectedness is a means to the end of mobilising large numbers of citizens, which in turn achieves government accountability or responsiveness. Example:Amandla.mobi enables marginalised black women to monitor government performance and join forces with others via their mobile phones, by taking part in

multilingual campaigns to redress unaccountable and poor performance. Once a campaign is up and running, the Amandla.mobi team acts as an intermediary between government and activists, build a constructive dialogue and supporting a positive cycle of accountability.

- **'Infomediation' for change:** Individual service users or citizens using digital means or information opened up through technologies (data), are supported by actors who are more data-literate or more digitally capable, to understand the implications of this data and use the data to claim entitlements (e.g. through provision of a tech platform, or dissemination of a 'Citizen's Budget'). Effective use of the data is the end; the infomediation is the means to an end. Example: The in the Philippines uses a website and an Interactive Voice Response system to help citizens engage with their governments over service delivery, enabling citizens to see and participate in local government-led budgeting processes. Through the Network's infomediation role, community members become literate in public finance information and able to demand accountability.

- **'Intermediation' for change:** Intermediaries (e.g. advocacy organisations, communications media, academic institutions) and individuals or collectives of citizens or users, work together in ways that use technologies, to bolster the citizens' or users' voices and achieve government responsiveness. The technologies are the means to that end. Example: Community-based monitoring of government services in Black Sash's project in South Africa, revealed systematic exploitation of the most vulnerable members of society as financial service providers illegally skimmed funds off their social security grants. Black Sash's intermediation has led to the culprits being exposed in the media, prosecuted in court cases and in some instances made to pay compensation to victims.

What roles do technologies play in citizen voice and transparency for achieving accountable and responsive governance?
What has MAVC learnt about supporting work in this field?

MAVC programme level
Country level
Project/activity level

Information Feedback Naming-and-shaming Conducive innovation system Connecting citizens Infomediation Intermediation

Learning from first-generation T&A, voice and responsiveness work Government responsivenes Exclusion and inclusion Citizen engagement in a time of technology Scaling up, down and out

CHANGE PATHWAYS

RESEARCH THEMES

How we manage risk

One of the major programmatic risks that emerged during the reporting period is the sudden change in the donor political environment, which then suddenly impinges on the implementation of the programme'. A good example is the sudden introduction of the assurance assessment during the reporting period, which although had a lot of good things in it, was introduced while the programme was just starting to get into a good gear for working its learning agenda. These kinds of risks are difficult to manage because they are not easy to put into contracts and the best the programme does is to try to minimise their effect on ongoing programme operations.

A risk register is maintained at programme level and kept up to date at the Consortium Leadership Team. Where risks are identified, they are escalated through the various management channels in the consortium partners and onto the Consortium Leadership Team (CLT) / Programme Director (PD) as appropriate.

The review of risks happens in the course of interactions with the Country Engagement Developers (CEDs) and Country Programme Manager (CPM), however it should be noted that this is currently not a formal requirement of the CEDs.

On a project level, grantees report on risks as part of their narrative reports and on regular engagement with their respective CEDs. CEDs and the CPM discuss risks one –on-one on a regular basis. The CPM has a system to manage grants at a country level that focus on reports overdue, updates, risks and action to mitigate risks that the CPM uses for discussion with CED. Examples include risks brought about by the elections in the Philippines and subsequent change in the regime, Ghana elections, reports flagged as overdue by specific CEDs, closure of Durban University Technology project in South Africa. Risks are also discussed with PD in one to ones and CLT level.

A similar process is used in the innovation and competitive component with the Tech Hubs where risks are flagged as part of the regular reports that tech hubs prepare and/or during the check-ins with the Innovation Engagement Officer (IEO) for hubs. These are escalated to the Competitive Approach Coordinator and can be further escalated to the CLT/PD depending on the situation.

Risks associated with research projects are slightly different to innovation and scaling projects but generally fall into three main areas: (i) research doesn't get done (ii) research gets done but isn't good enough quality (iii) research of good quality gets done but doesn't get taken up. These risks are managed by: (i) a deliverables schedule with payment milestones and interim deliverables which are sensibly defined from a knowledge of how a research process works (ii) careful quality monitoring and possibility of withholding payments unless quality improvements are made when needed; (iii) research uptake plan and monitoring of it in the monitoring relationship between grantee and the Research Evidence and Learning staff.

At a global level, Hivos is already in the process of implementing a risk management system which will facilitate the systematic escalation of project risks.

Noted areas for improvement are to more clearly define the escalation procedures and make sure that these are widely understood among all staff working on the programme. In addition, updating of the risk register will be included as a standing item on the CLT meeting agenda to ensure that it is updated regularly. On a project level, grantees are required to continue reporting on risk as part of their regular reporting.

Looking forward

As the programme is in its final phase, the emphasis will be on learning, capturing and disseminating for influence on knowledge, policies and practices in the ecosystem in this field.

All new granting was completed in the first half of the year except for a few research grants and providing the remaining tranches of funding to the already contracted ones.

The aim is that by the end of the programme, we should be able to tell the story of what has been learnt in implementing the programme about what roles technologies play in citizen voice and transparency for achieving accountable and responsive governance; and how to support work in this field.

The MAVC approach has been to focus on working with a wide range of organizations, including 'unusual suspects' to translate this quest into practice. The programme sought to do four things, around which consolidation of what has been learnt will also follow:

- backing innovative ideas and solutions (tech and non-tech)
- scaling successful initiatives and responses
- building an evidence base on what works and why
- catalysing global action through engaging with policy makers, opinion formers and influencers in relevant debates

The idea for the remaining period will be to follow through what can be learnt about these four areas from a selection of ideas that MAVC worked with so as to define the changes achieved as well as consolidate what seems to be the pathways to these changes. These changes and pathways will also be teased out in terms of the evidence that has been generated in the process, following leads from the key questions that the programme has been asking all along, which include:

Looking forward

Learning from the first generation of transparency and accountability, citizen voice and government responsiveness initiatives

- Conceptual work to flesh out the theoretical and conceptual basis for understanding citizen-led accountability and accountable , responsive governance (whether tech enabled or not)and shaping it in practice to enhance effectiveness and impact

Government responsiveness

- What makes government actors targeted by technology for transparency and accountability initiatives (Tech4TAIs) change their behavior and act responsively?

- What makes a transparency and accountability (T &A)champion?

- What kinds of citizen engagement lead to what kind of government responsiveness?

Exclusion and inclusion

- Who are hard to reach potential users or currently non-users of Tech4TAIs?

- What successful experiences exist of reaching hard-to –reach citizens in ways that has contributed to transformative change in their situations?

- Which social differences or exclusions are narrowed by technologies, which are exacerbated, and which are unaffected?

Citizen engagement in a time of technology

- What is known so far from the first generation of transparency and accountability initiatives (TAIS) that is relevant to tech-enabled transparency, accountability, voice and responsiveness work?

- What happens to citizen engagement and voice when it is aggregated, mediated or represented through technological innovations, questioning assumptions and exploring risks?

Scaling up scaling down or scaling out?

- What is knowledge about scaling as a transformative strategy, and how does it apply in this field?

- On what basis should decisions be taken to support the scaling of a tech innovation in the field of citizen voice and government responsiveness, and how should the most appropriate form and level of scaling be designed?

Looking forward

In order to consolidate evidence that best answers these questions, the programme will in this last phase be looking at evidence from its various kinds of research (Practitioner Research and Learning Grants –PRLG; Third Party Research, and IDS Research) pieces most of them coming out as publications, as well as actively drawing practitioners, MAVC staff, especially CEDs to explore their own experiences in the light of emerging evidence from research.

This lessons learning and knowledge building will happen at all levels, the project, country and global and in the most appropriate spaces given time and budget resources available. These lesson learning spaces will also be spaces for active sharing of lessons so that they inform practices of most organizations as well as policy makers and shapers.

At a more intentional level, using lessons learnt from processes and outcomes at these various levels, the programme will undertake to catalyse global knowledge and actions with selected stakeholders including the Global Partnership for Social Accountability (GPSA) led by the World Bank, the Open Government Partnership (OGP), the tech community, and working closely with the four MAVC donors.

The idea here will be twofold: to directly influence their policies and practices and to find opportunities where some of these actors could become the next investors into these ideas and organizations that MAVC has worked at and hold the promise in the sector. The programme will do this through active engagements in the form of meetings and events, as well as active use of traditional and social media to share lessons learnt, including use of stories from the field.

In all these efforts, the programme will also promote actions of its local partners (grantee partners) to influence their ecosystems in their own suitable ways, beyond the management reach of the programme. This could involve building of delivery networks (e.g. communities of practice), forming strategic partnerships with other organisations that are best placed in the specific field where the innovation is taking place.

Lastly, the programme will also seek to deepen its understanding of achieving value for money in this field, which has a large part of its portfolio that includes 'unusual suspects'.