BUILDING LOCAL PARTNERSHIPS FOR COMMUNITY DEVELOPMENT

-Mending fences and deepening alliances
INTRODUCTION

• We are here because we are actively engaged in the improvement in the quality of life of our communities and societies.
• We are here as partners and by our presence here, we indicate that for us, partnership is fundamental to development.
HUMAN DEVELOPMENT

• A complex concept of development, based on the priority of human well-being, and aimed at ensuring and enlarging human choices which lead to equality of opportunities for all people in society and empowerment of people so that they participate in - and benefit from - the development process.
COMMUNITY DEVELOPMENT

- The process by which the efforts of the people themselves are united with those of government authorities to improve the economic, social and cultural conditions of their communities.
PARTNERSHIP...

offers an opportunity to help fulfill the objectives of community and societal development.
PARTNERSHIP

• A **cooperative** and **participatory** relationship between people or groups who agree to **share responsibility** for achieving some specific goals and objectives
LABOUR

PATIENCE

MATERIALS

RESOURCES

PLAN

LEADER

BUILDING
ULTIMATE OBJECTIVES

• Sustainable livelihoods
• Physical and mental security
• Expansion of choices (Amartya Sen)
• Development of entire society
We note that.....

sustainable development cannot be achieved without partnership between all social groups in the society- the State, the private sector and the non-governmental organizations.....
Civil society organizations include but are not limited to community-based and other grassroots organizations, foundations, micro-enterprises, informal economic producers and sellers, churches, NGOs, universities and labour organizations. Civil organizations can be described as people organized into productive units by their own initiative to seek satisfaction for their collective needs. (www.iadb.org)
STAGES OF PARTNERSHIP

Maturity

Establishment

Initiation of the partnership (encompassing issue crystallization, coalition building, and purpose formulation),

A context of forces generating a recognition of the need/use of partnership

Sandra A. Waddock (1999)
STAGE 1: CONTEXT

• High levels of poverty, inequality and vulnerability in developing countries
• Decreased aid to our part of the world
• High levels of Crime
• Indebtedness
• Youth Vulnerability
• Increasing difficulty in fulfilling the MDGS
STAGE 1-CONTEXT

- Increased pace of globalization
- Economic constraints
- Diminishing role of the state
- Reduced voluntarism
- Increasing apathy in some societies
- Increased cynicism and despair among the young people
Stage 1- Context

- We are duty-bound to capture the imagination of the young persons in the society and harness their energies towards the sustainable development of their societies
MDGS

• 1. Eradicate extreme poverty and hunger
• 2. Achieve universal primary education
• 3. Promote gender equality and empower women
• 4. Reduce child mortality
• 5. Improve maternal health
• 6. Combat HIV/AIDS, malaria, and other diseases
• 7. Ensure environmental sustainability
• 8. Develop a global partnership for development
STAGE 2

- Initiation of the partnership (encompassing issue, crystallization, coalition building, and purpose formulation),
Needs-Issues

1. What is that “community”?  
2. What is the profile of that “community”?  
3. What is the size of the community that you plan to focus in?  
4. What are the needs of the community?
Needs-Issues

1. What are the origins of the needs?
2. How best can these needs be fulfilled through a partnership?
PURPOSE FORMULATION

• Set Goals and objectives (SMART)
• Decide of measures of success. Be patient
• We cannot fulfill all our needs at the same time and therefore need to incrementally fulfill our developmental objectives.
COALITION

• Survey Resources- Who/what can help? Which persons or agencies can help? Willing to help is key.
• Learnt from other successful partnerships
Focusing Partnership Goals

Meeting Community Development Goals Through Partnerships
Locating and Linking Partnerships in Community Governance and Management
Contributing to Poverty Reduction

Stage 3: Issues of governance

• What are the characteristics of the lead agency which is seeking partnership with others? If there is no one lead agency but a group of interested agencies, what are their characteristics?

• What are the local political and social constraints? In Jamaica- the phenomenon of the “DON”, crime, violence

• Need to survey all resources and capabilities
GOVERNANCE

- Encourage involvement in a way that will spark interests, fulfill needs and match community capacity.
- Participatory governance is key
- Equity of recognition in success and failure
PARTICIPATION

• What does it mean to participate? How can we ensure that all the members in the community have an equal chance of being heard and involved.
PARTICIPATION

- Conditions conducive to participation:
  - The stakeholders are willing to participate
  - The project yields clear social as well as individual benefits
  - The project manages a common resource such as a community centre or a water supply where benefits are divisible but the infrastructure is not.
PARTICIPATION

• Conflicts among project stakeholders are over the means to each goal rather than the goals themselves

• At least one of the participating agencies has experience with participation
IMPEDEMENTS TO PARTICIPATION

- Fear of losing power or control on the part of the institution proposing a project and/or the government.
- Lack of experience with participation on the part of the institution proposing the project and/or the government.
- Absence of democratic institutions and practices in the host country and hostility towards participation by the authorities.
- Inflexible and/or centralized bureaucratic procedures on the part of the government and/or donor.
- Issues of sovereignty, resistance to external intrusion and a belief in the merit of doing things in traditional ways.
IMPEDIMENTS TO PARTICIPATION

• Use of participatory rhetoric to secure donor funds;
• Use of participation as a way of shifting responsibility for project failure from public agencies to local groups;
• Lack of capacity to carry out meaningful participatory processes among donors, governments or other stakeholders;
• Existence of social conflict or religious, ethnic, linguistic or other cleavages within the community and among stakeholder groups; and
• Failure to commit sufficient resources to identify stakeholders, particularly people with low public visibility, and/or mismatching participatory mechanisms and stages in the project cycle.
PARTICIPATION AND PARTNERSHIP

1. CITIZEN CONTROL
2. DELEGATED POWER
3. PARTNERSHIP
4. PLACATION
5. CONSULATION
6. INFORMING
7. THERAPY
8. MANIPULATION

DEGREES OF CITIZEN CONTROL
DEGREES OF TOKENISM
NON-PARTICIPATION
CONSULTATION VERSUS PARTICIPATION

Supporting

Acting together

Deciding Together

Consultation

Information

PARTNERSHIP
Developing a Partnership Framework

- Building on Assets of Potential Partners
- Focusing the Scope and Content of Partnership Arrangements
- Establishing Appropriate Organizational and Contractual Arrangements
- Establishing Sound Partnership Principles

Understanding The Operating Context of Local Partnerships

Enhancing Human Resources

Supporting Organizational Development

CAPACITY BUILDING

- Very often, there is a lack of partnership processes and decision-making. They are willing but need to be empowered. They may need to be trained in confidence-building, legal literacy, micro-credit, technical skills for service delivery....
STAGE 4: MATURITY
Now that we agree to be partners..

- What happens next?
- Establishing the partnership may be easier than maintaining the partnership. Partnership may exist on paper but in practice are short-lived or non-existent. What are the characteristics of the failed and successful partnerships?
FAILED PARTNERSHIP

- A history of conflict among key interests
- One partner manipulates or dominates
- Lack of clear purpose
- Unrealistic goals
- Differences in philosophy and ways of working
- Lack of communication or miscommunication
FAILED PARTNERSHIP

• Unequal and unacceptable balance of power and control
• Key interests missing from the partnership
• Hidden agendas
• Financial and time commitments outweigh the potential benefits.
• Tied to donor funding and no provisions made for its sustainability
SUCCESSFUL PARTNERSHIP

• Consensus that a partnership is necessary
• Respect and trust between partners
• The leadership is a respected individual or individuals
• Commitment of key interests developed through a clear or open process
• The development of a shared vision of what might be achieved
SUCCESSFUL PARTNERSHIP

• Time to build the partnership
• Shared mandates or agendas
• The development of compatible ways of working and flexibility
• Good, clear communication, perhaps aided by a facilitator
• Collaborative decision-making, with a commitment to achieving consensus.
• Effective organizational management
SUCCESSFUL PARTNERSHIP

- A high level of voluntarism and personal sacrifice
- Clear means of monitoring success
- Clear means of evaluating success
- Accountability and transparency
- Sharing in the losses and the successes
MENDING FENCES

• Need to keep in mind the diversity of the civil society organizations in the community and their various emphases

• Need to build bridges between those who may have been in conflict in the past

• While mending fences, must not overlook the hard work and commitment of those already on the ground—their work must be acknowledged
STRENGTHENING LINKS

• Need to involve the beneficiaries from the conceptualization stage to the evaluation stage.
• Capture energies of the youth
• Be an initiator not a follower.
• Do not play the “blame” game
• Avoid replication of tasks
STRENGTHENING LINKS

• Harmonize and coordinate to be more effective
• Reduce competition for donor funds by coordinating efforts
• Speak up
• Participate in any small way to improve the macro efforts
CALL ON THE STATE OFFICIALS

• Increase support (not necessarily financial) reduce the red tape to access services
• Recognize the efforts of the civil society groups
• In this partnership process, we must all engage in continuous assessment of our role in promoting sustainable development of our societies
CONCLUSION

• Building local partnerships for community development is not easy. It can be a painful process yet fulfilling.

• We need to keep in mind the “larger” picture- the development of the community and society not for ourselves but for generations to come.
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THANK YOU
QUESTIONS?  COMMENTS?