CSOs leading reform

Understanding the roles of civil society in institutional reform

Workshop LenCD - 20 June 2013

"CSOs play important role in Institutional Reform"

- complexity of change processes!

- not just 'users'

- acknowledge diversity

- government can not do everything

- sustainability

- endogenous, broad base

Assumption that needs further investigation:

- what roles?

- in what processes?

Double Loop Learning for social development

Today's workshop goals:

Explore the roles *that civil society organisations (CSOs) can play in promoting institutional reform*

Exchange experiences *of CSOs' engagement in institutional reform processes in various contexts*

Begin developing a framework *for understanding the roles that CSOs can play.*

THEORIES OF CHANGE

Sum of individual actions

Create environment to enable pursue life choices

Development of knowledge and technology

Invest in technology development and education

Transformation of beliefs, ideas and values

Support those who are influencing and transforming ideas

Collective action

Nurture and support organises groups and movements

Contestation

Expose contradiction and support change of structure and power

Adapted from Rosalind Eyben et al., 2008. DIP

Double Loop Learning for social development

Role of civil society according to Effective Institutions Platform?[1]

Current lessons do not mention CSOs specifically

- build political capacity,

- generation of 'constructive policy options'

"Accountability, country systems and capacity development are linked."

EIP recognises that a broader array of stakeholders are needed to help shape country systems (not only role of 'users')

[1] EIP: mapping current trends

Cases

Discussion:

1. *Did civil society influence institutional reform?*
2. *What roles did civil society have?*
3. *Could the role of civil society have been larger?*

Cases

ALBANIA **Strengthening local government in the Kukës region**

Capacity building of local governments to improve services.

Change in people participation and decision making, improved living standards, increased satisfaction establishment of new CSOs.

NIGERIA **The Interfaith Mediation Centre**

Centre founded by Muslim and Christian religious leaders is now respected NGO.

Changes through interfaith dialogue, advocacy, also in other conflict countries.

UGANDA **Using multi-stakeholder processes for capacity development in an agricultural value chain**

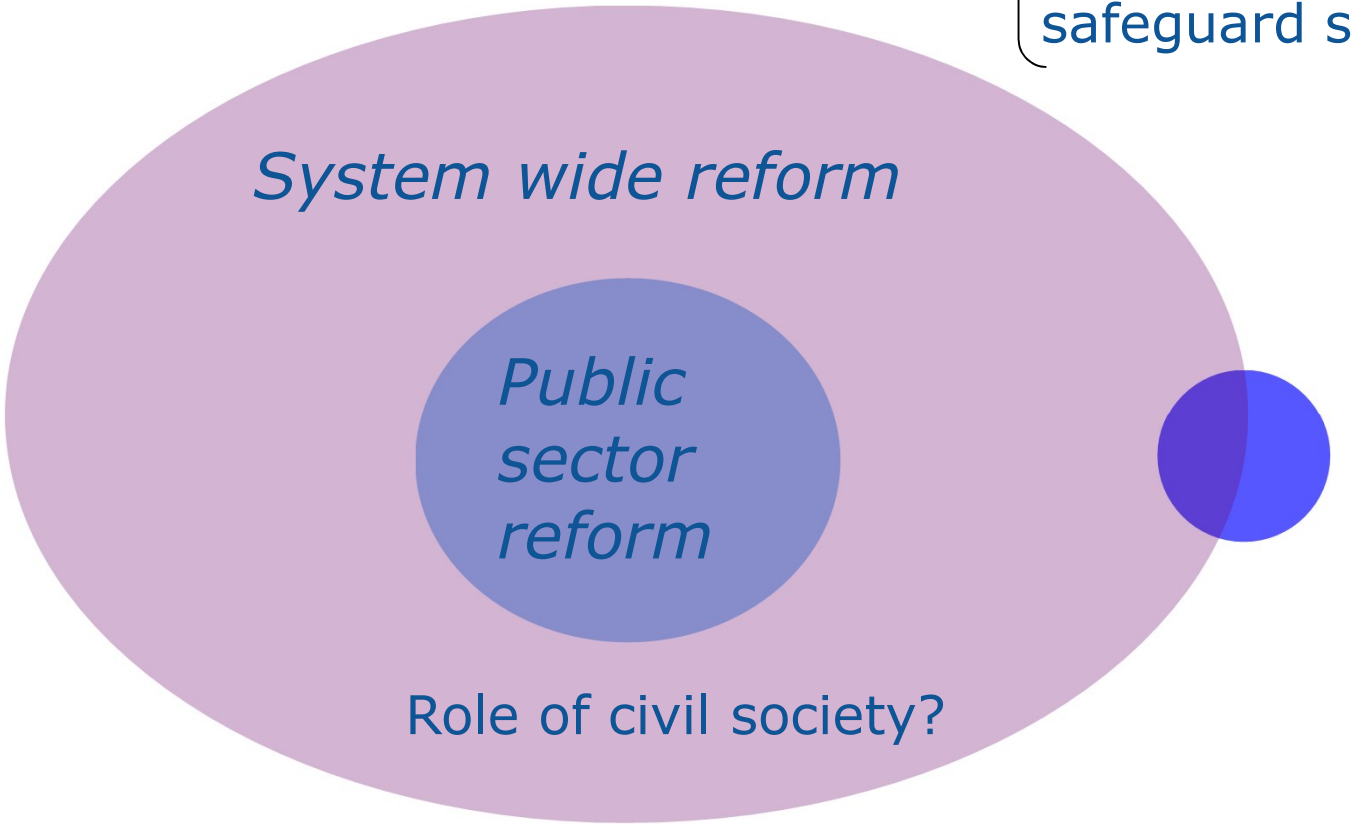
Development of vegetable oil seed sub-sector through dialogue and concerted action.

Change in market information system, policies and finance opportunities.

Cases from LenCD, 2011. Capacity Results

Institutional reform

State is able to establish an enabling environment for the delivery of effective public services and safeguard shared interests

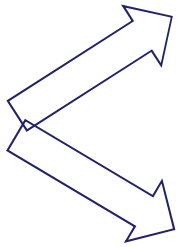


Civil society

CIVICUS working definition of civil society:

"the arena, outside of the family, the state, and the market, which is created by (voluntary) individual and collective actions, organisations and institutions to advance shared interests."

CSOs, citizens, civic agency?



SPACE:
claim
organise

POWER:
information
representation
implementing power

Exclusive
The whistleblower
I can't allow the US government to destroy privacy and basic liberties
the guardian
guardian.co.uk

Functions of Institutions

- ***policy**: functional and coherent rules for the game*
- ***service** societal needs: implementation capacity*
- ***problem solving** of societal challenges*

Adapted from ODI, 2013

Functioning Institutions

- *Normal functioning institutions:*
  not static, always gradual change
- *Need for significant transformation:*
  Institutions lack coherence or capacity and are unfavourable for civilians
- *Institutions are not functioning:*
  in uncertain environments of (post)-conflict setting

Framework: roles of CSOs

	policy: functional and coherent rules for the game	**service** societal needs: implementa-tion capacity	**problem solving** of societal challenges
Normal functioning institutions	Control Advocacy	Services to specific groups	Create space for (political) dialogue
Need for significant transformation	Demand reform Foster leadership	Fill gaps Innovate Coordination between actors	Scenario building Propose alternatives Networks
Institutions are not functioning	Negotiate basic rules for social justice Force change	Interim institutions Citizens action	Visioning Build social fabric

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Make roles of CSOs explicit

- *Collect evidence from practice*
- *Document case stories*
- *Increase clarity on roles in specific contexts*
- *Explore possibilities for capacity development*
- *Share insights and feed debate*

Thank you and good luck!

Double Loop
Learning for social development