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Project: Learning to Make All Voices Count

What does it mean for local reformers to take a politically-engaged, learning-focused, and adaptive approach to complex governance challenges? How can external actors like the Open Government Partnership (OGP) and donors effectively support efforts to address governance problems? How can adaptive programming complement existing reform processes, such as OGP Action Plans?

Learning to Make All Voices Count, a program funded by Making All Voices Count (http://bit.ly/MAVC_home), and implemented by Global Integrity, explored these questions, and more. We worked with MAVC and six of their grantees in Tanzania, Kenya, South Africa, Indonesia, and the Philippines. Together we designed and operationalized a participatory, learning-centered and adaptive program management methodology that aimed to: 1)help grantees strengthen citizen engagement with governance processes, and OGP, in their contexts; and 2) generate evidence on how external actors might accelerate the emergence of transformative governance reforms.

To accomplish these goals, we:

- Facilitated the efforts of individual grantees to:

  - iteratively analyze complex problems,

  - develop and implement strategies for addressing those problems,

  - gather and reflect on data on how things were going, and

  - make strategic course corrections on a regular basis;

- Fostered a reflective peer learning community across all six grantee organizations, including through designing and leading 4 in-person learning workshops featuring grantees, donors, and others.

Where our partners are concerned, five of the six grantees we worked with either achieved or made more significant progress

Thematic Areas of Global Integrity's Work

+ Integrity and Anti-Corruption

- **Multi-Stakeholder Governance Initiatives (MSGIs)**
  - **Learning to Make All Voices Count**
  - **Learning to Open Government**

+ Open Fiscal Governance

+ PLUS - Co-founder and managing member of the OpenGov Hub

Quick Facts

September 2016 - October 2017

5 countries and **6 local partners**:

Indonesia (Prakarsa)

Kenya (Constitutional Reform and Education Commission)

Philippines (InciteGov - ULAP - ANSA Consortium & Jesse Robredo Institute of Governance)

South Africa (Democratic Governance and Rights Unit)

Tanzania (Oxfam and Tamasha Consortium)

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towards their intended outcomes than would have otherwise been the case (as reported in the project case stories, and in box 2, on page 10 of the MAVC report at http://bit.ly/MAVC_learningreport). This encompassed things as varied as: successful advocacy with regard to the implementation of e-government policy in Indonesia; driving out corrupt local politicians in Mbogwe, Tanzania; and developing subnational commitments, with participation from thousands of citizens, that were included in the National Action Plan in the Philippines.
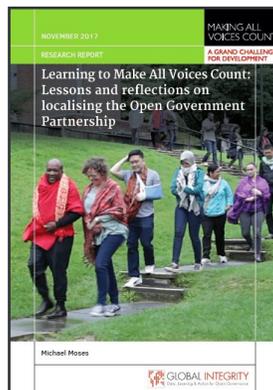
Partners also emerged from the project with enhanced practical skills that they didn't have at the start of 2016, in areas including power analysis, building and using complexity aware Monitoring, Evaluation, and Learning (MEL) systems, and applying adaptive management approaches to their work. And, in many cases, partners are taking forward the approach and skills developed over the past year and applying them to their organizational processes and other projects. For more on their takeaways, see the individual project case stories our partners produced.

Over the course of this 18 month program, we learned quite a bit about how flexible and adaptive we have to be, in terms of the support we provide, in order to help our partners navigate and succeed in the complex political environments in which they work. These lessons are relevant for others exploring the value of adaptive approaches to governance work, as laid out in our brief at http://bit.ly/LMAVCbrief_3.

We summarize what partners did, and what we, as a collective, learned and achieved, as well as setting out the implications of that work, in more detail in this brief: http://bit.ly/LMAVCbrief_1. For more on the program and OGP, check out this brief: http://bit.ly/LMAVCbrief_2.

> In sum, L-MAVC offers proof of concept, demonstrating that locally-led, problem-driven, adaptive approaches to governance work can strengthen the resilience and capacity of local actors and help them more effectively support citizen engagement in governance processes, including with respect to the OGP.

For more on Learning to Make All Voices Count, please see our full synthesis report at http://bit.ly/LMAVC_Synthesis. Policy briefs, 6 grantee case stories, and a series of videos on the program are also available on our website at http://bit.ly/Learning_MAVC.

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