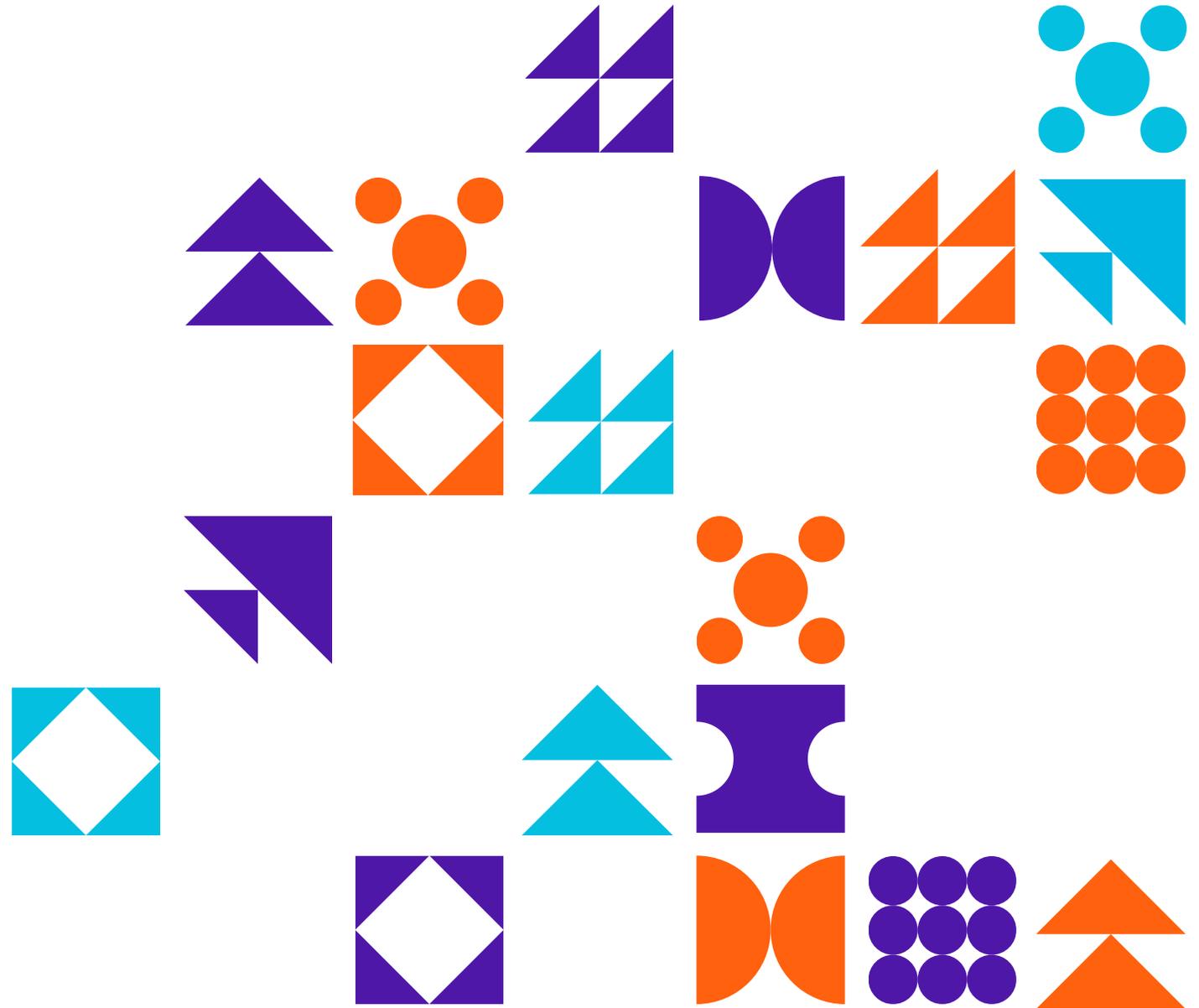


ADAPTING THE AGILE MANIFESTO IN SOCIAL DEVELOPMENT PROGRAMMES

Adapting the Agile Manifesto in Social Development programmes



OUTLINE

- The programme
- The concept
- The methodology
- Implementation strategies
- Lessons learnt
- Replicability

THE PROGRAMME

- Advocacy and social justice programme to be implemented in an uncertain environment
- With a focus on transparency and anticorruption at national level
- Ensuring informed citizens action especially vulnerable and hard to reach populations.
- Overall Goal known: a well-informed civil society able to contribute to transformational change around key challenges of poverty, inequality and inclusion for all citizens.
- Pathways and strategies to arrive at final outcome- flexible

WHAT IS THE 3CS AND L

A social intervention and participatory strategy for supporting active citizenship through the creation, development, and use of spaces that ensure direct communication between citizens as rights holders and the state as duty bearers working jointly to ensure transformational change around key poverty challenges, inequality and inclusion for all.

designed to support the creation, utilisation and institutionalisation of spaces for collective civil society engagement as a means of increasing the accountability and responsiveness of government and key state institutions at the local and national level.

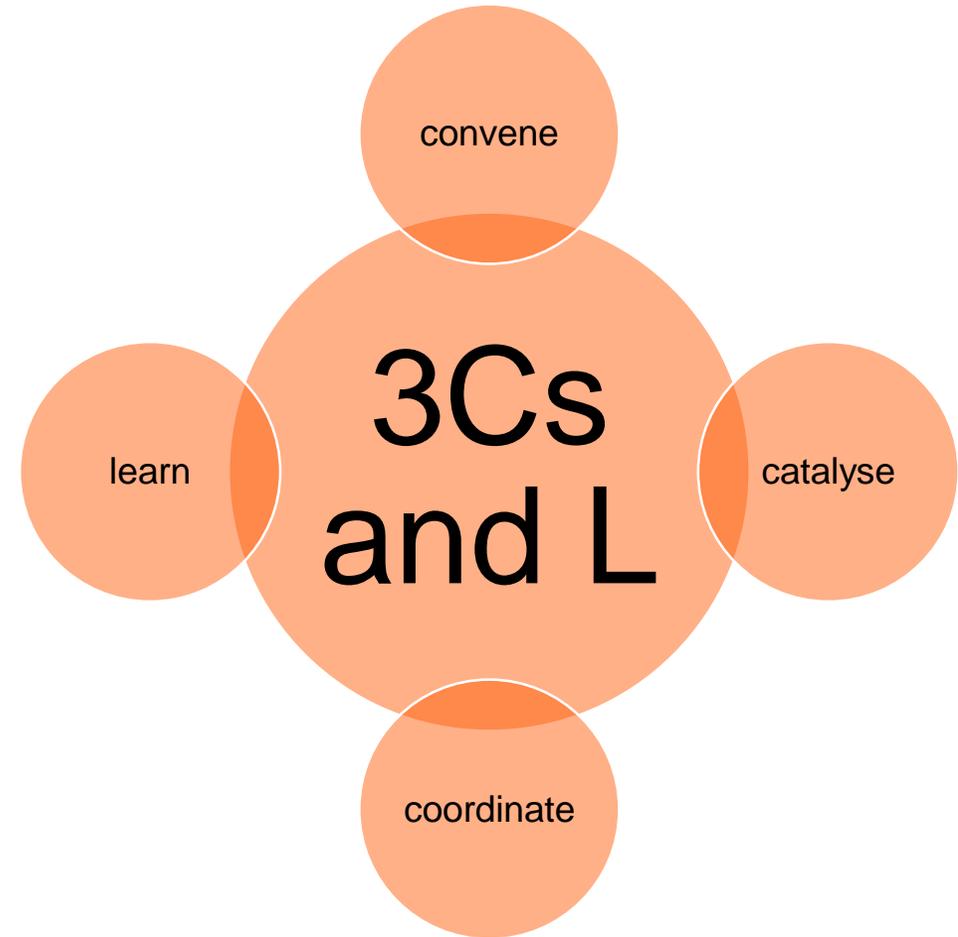
Four key concepts

CONVENE inclusive dialogue and collaboration within civil society and with other stakeholders (including parliament, government and the private sector)

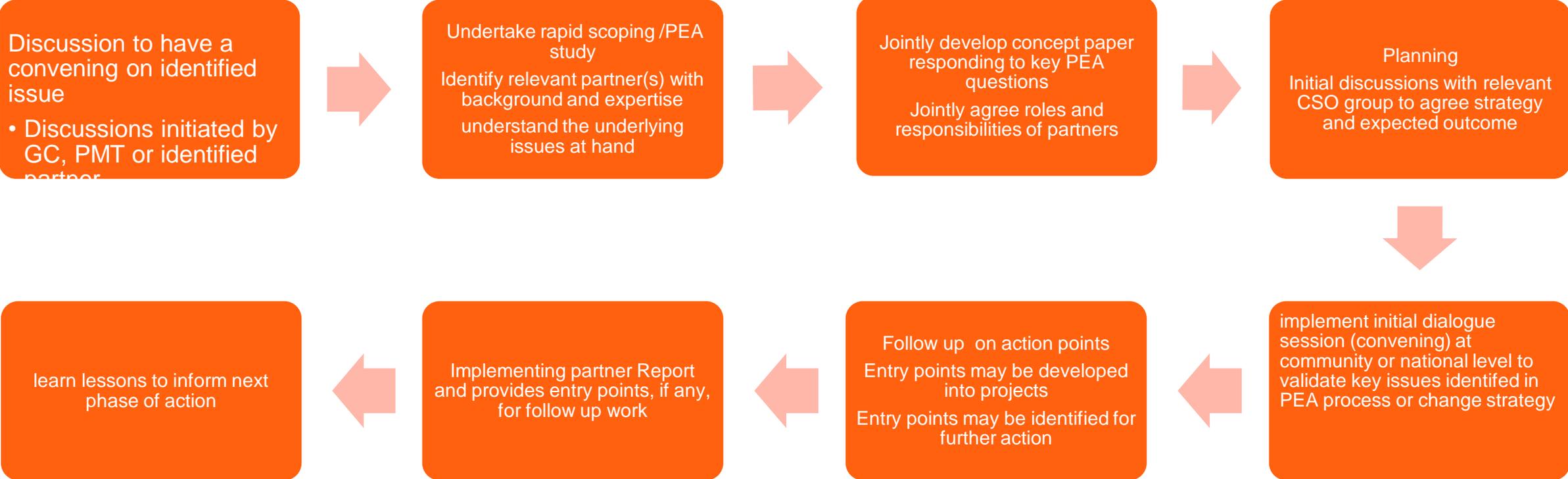
CATALYSE active citizenship and collective action, both nationally and locally towards systemic democratic change

COORDINATE and support strategic collaboration within and between civil society, government and the private sector and other stakeholders

Facilitate **LEARNING** - Promote an evidence and learning-based approach to achieving sustainable development



3Cs and L methodology



What issues we focused on- ecosystem change

Magic Moments (25%)

One off, strategic policy level events (national or thematic) aimed at providing neutral platforms for citizens and duty bearers interaction.

Leverage on an emerging event, development issue, national challenge to surface related systemic issues and create dialogue focused on the wider outcome of changing the narrative

Locally salient issues: (25%)

Initiatives that go beyond project objectives and focus on the use of PEA to identify new entry points linked to wider level change

A tool for analysis and review of the implications of new external and environmental developments (positive and negative) and its potential thereof during project implementation.

Strategic policy influencing: (50%)

Support high level, sustained involvement as a means to unblock constraints to the implementation of wider level developmental issues

Based on PEA, identify and upscale ongoing policy discourse which may not have input of relevant stakeholders for action

To build up/leverage/ revive existing platforms for debate and action at local, thematic and national level.

High level targeted conversations among identified stakeholders designed to respond, influence or change policy

Lessons learnt

- *Entry point for multi-stakeholder conversations on critical issues:*

The use of opportunistic moments, aptly named ‘magic moments’ have worked well to provide platforms for indepth conversations on important national issues. This has helped move practice from the usual workshops that do not bring all voices to the table to inclusive discussions with all stakeholders who are then eager to provide concrete solutions and recommendations. These recommendations then form the foundation for sustained action for change.

- *Connect the local to the national:*

For the 3Cs&L approach to be effective, local voices must be linked into national or strategic level conversations. This means, taking cognisance of the fact that some issues may require responses that go beyond the mandate or capability of local organisations or local duty bearers and / or are part of wider trends which demand a national response.

Cont'd

- *Purposeful actions are required to move beyond convenings*

The 3Cs in the framework are interconnected. While the convenings have been relatively easy to implement, the catalysing and coordination require purposeful, targeted actions to ensure that action follows the conversations.

- *Depth rather than Breadth*

Choices have had to be made between engaging with a wide range of issues, particularly those arising out of 'magic moments', or a narrow set of issues linked to the thematic areas around which Calls have been made.

- *Effective 3Cs&L are collaborative efforts*

The specific approach used has depended among others on the issue in question, the urgency of response to the development or issue and the capacity and/or availability of partners working on the issue.

THE SOCIAL DEVELOPMENT MANIFESTATION OF THE AGILE MANIFESTO

The Declaration has four components

Statement of Interdependence: Each concept full in its own space but also support and work towards the achievement of the overall goal. Each concept can have aspects of another concept embedded into a particular event. For example, learning takes place at all levels of the 'C's as well as within a stand alone learning phase.

Core practices are content specific practices that are fundamental to the full implementation of the strategy and supports holistic learning. These consist of the utilisation of a specific set of skills that promote the creation of a supportive programmatic and advocacy environment to enable learning at all levels.

Working principles govern behaviour or a rule that is adequate to permit work to be done. Working principles are minimum standards, which, if taken together, ensure that the ethos of the 3Cs are maintained and thereby increase the possibility of achieving a sustainable change.

Assumptions support the implementation of various options and realities that may or may not happen during implementation of each C. these are risks that the project must take into consideration in order to be successful

Adapting the Agile Manifesto to Social Development Projects

CORE PRACTICES:

- Have an agile mindset
- Employ short action planning cycles
- Use stories to tell change trajectory
- Learn and share

Working Principles:

- Be clear about purpose but flexible with strategy
- Understand the context and stakeholders
- Think and work politically
- Work with and through stakeholders
- Trust the change process
- Keep asking the question; 'what next'
- Be patient about results moments
- Put GESI at the heart of all your work
- Identify other collaborators and work with them
- Prioritise magic moments

Goal:

Purpose :

To increase effectiveness of ... through convening inclusive dialogue...catalyzing collection action , coordinating strategic collaboration and facilitating learning, sharing of lessons

Working principles: flexibility, collaboration, trust, inclusion, opportunity

Statement of interdependence: interlocking nature of the 3Cs&L

Core practices: agile mindset, use short planning cycles, tell stories to reflect change, learn and share

Assumptions : Political Economy Analysis, Gender Equality and Social Inclusion, dynamic team

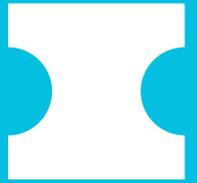
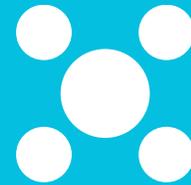
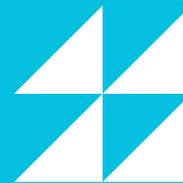
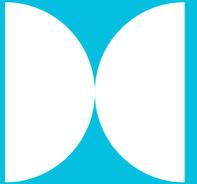
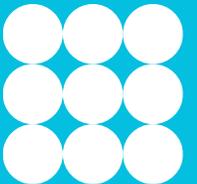
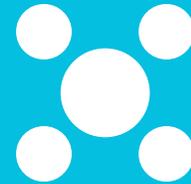
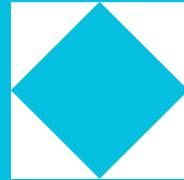
“The use of the Convening, Catalysing, Coordination and Learning approach (3Cs & L) as a method of work has been key to achieving the outcomes harvested as they were carefully and deliberately deployed. In practice, the precise hierarchy and mix of application depended on the moment, the context, and the specific purpose it was intended to serve. The 3Cs & L approach was relevant in maintaining programme focus while responding to the differential needs and capacities of grantees.’

2019 Evaluation report





THANK YOU



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