

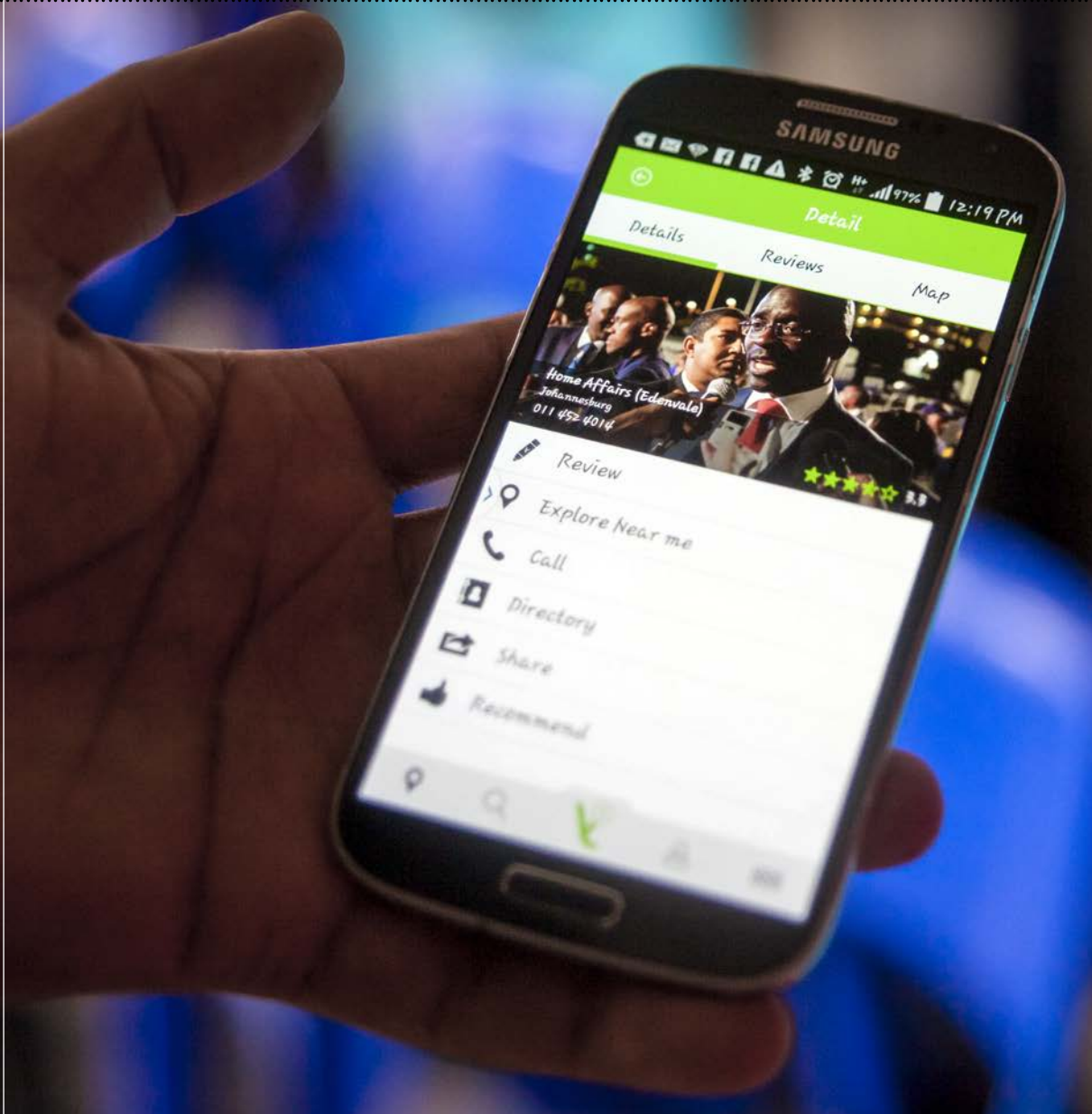
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MAKING ALL
VOICES COUNT

PRACTICE PAPER

A GRAND CHALLENGE
FOR DEVELOPMENT

Lessons from Yowzit's practitioner research and learning process



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Executive summary

Making All Voices Count's Research, Evidence and Learning component provides grants and mentoring support for real-time research, applied by tech for transparency and accountability (T4T&A) practitioners, for project learning and improved practice. Practice papers document these grantees' learning processes.

Yowzit is a South African social enterprise that manages rating and review platforms for citizens to share their views on the quality of services provided by public and private entities.¹ Through an innovation grant from Making All Voices Count, it developed 'Yowzit for Governance',² a website with information on 41,102 public entities that members of the public could review.

To understand the factors that drive interaction with such platforms, Yowzit conducted research about the users of this e-governance platform, with the aim of better understanding their experiences of offline engagement with public entities, their expectations of public entities, and their expectations of this platform. The research also aimed to encourage public entities to act upon citizen feedback, and to increase the overall usage of these platforms.

The key research questions were:

- How and why do individuals get involved with rating and reviewing public services?
- What are people trying to find out about local government, and what are they trying to express?
- Which criteria does each stakeholder use to claim 'success' with an interactive platform?

The research revealed that citizens have a clear desire to share information, and a high interest in Yowzit because of its low transaction costs and their desire to express opinions. While they have little faith in municipal institutions, they have high expectations of an e-governance platform to prompt a response from such institutions.

Nonetheless, this paper makes clear that online action will not translate into offline action without the necessary structures in place, such as a robust accountability framework within which government employees have the ability, capacity and interest to resolve citizen complaints. Respondents in this research were largely aware of the pervasive challenges for public service delivery in South Africa, but there was optimism about the potential of e-governance to improve this situation.

¹ www.yowzit.com/za

² <http://govza.yowzit.com>

Setting the scene for practitioner learning

Making All Voices Count is a citizen engagement and accountable governance programme. Its Research Evidence and Learning component, led by the Institute of Development Studies (IDS), focuses on building an evidence base on what works in technology for voice, transparency and accountability – and how and why.³ Through practitioner research and learning grants, IDS gives practitioners in tech for transparency and accountability (T4T&A) grants of around £25,000, as well mentoring support, to provide the space and capabilities to explore key questions that will enable them to better implement their governance projects. It is hoped that this real-time applied research will contribute to project learning and improved practice.

The practitioner research and learning grants support grantees to form their own learning and judgements, and the development of the Making All Voices Count practice papers series is part of this process. Practice papers document the practitioner research and learning processes from the perspectives of both the grant recipients and the fund managers. It situates the research findings, and the reflective processes which led to them, in contemporary debates in the field of transparency and accountability.

Making All Voices Count practice papers are co-produced and should prompt critical reflection on key learning questions. The Making All Voices Count–IDS team does not proscribe research questions and methods; rather, it encourages grant recipients to explore questions that they believe are of importance to the implementation of their project. Some of the practitioner research is embedded in Making All Voices Count's innovation and scaling grants, which are curated and managed by Ushahidi and Hivos.

This practice paper focuses on the work of Yowzit, a social enterprise that has been working to apply a rating and review mechanism, developed for consumers, to facilitate engaged citizen participation with government by transparency. This paper describes:

- how the Yowzit team aimed to improve service delivery through online ratings and reviews by members of the public
- why Yowzit felt it needed to conduct practitioner research
- the questions it sought to answer
- how it went about getting these answers
- the results of its research
- the implications of these findings.

What is Yowzit?

According to the proposal submitted to Making All Voices Count for innovation funding, Yowzit, a social enterprise based in South Africa, "is an Internet and mobile platform that allows consumers and service providers, both public and private, to interact. Through Yowzit, consumers can rate and review service providers in a variety of fields, such as restaurants, shops, hospitals,

public schools, etc." At the heart of its business model is the idea that "what holds true in the private sector also is relevant in the public domain. Transparency is a hallmark of good governance, and the more visible the process of governing, the more confidence people have in the system and the more likely they are to participate as engaged citizens."⁴

³ For more information, see McGee, Edwards, Minkley, Pegus and Brock (2015).

⁴ Taken from Yowzit's innovation proposal, submitted to Making All Voices Count on 7 November 2013.

Yowzit functions through a relatively simple rating and review mechanism. No specialist training is required to use the platform, as it follows the format of other well-known user-rating services, such as Yelp and TripAdvisor. Yowzit's users can easily navigate the platform and share their experiences about public services. In the context of South Africa, this means a digitally literate, middle-to-upper-class, Anglophone demographic. This is not inherently problematic, as this is a key audience for Yowzit's mobile and web applications. And, as part of its growth strategy, Yowzit has been reaching out to socio-economically marginalised and politically disenfranchised people.

Given the deeply politicised context in South Africa, Yowzit is aware that data on its platform must be trusted by multiple audiences and constituencies. The Yowzit managing director, Pramod Mohanlal, stressed that Yowzit is not a complaints platform, but rather a platform for people to share their unbiased opinions about the quality of service they receive.⁵ He affirmed that trust in the impartiality and independence of its platform was key to its ability to attract and retain users, as well as to work with public entities in order to persuade them to address the issues flagged on the platform.

Grounding the research in Yowzit's experience

In July 2014, Yowzit received a £40,000 innovation grant from Making All Voices Count to test the hypothesis that the same mechanism it uses to rate businesses could be an effective accountability mechanism for the public sector.⁶ As originally conceived, Making All Voices Count granted Yowzit a one-year innovation grant to focus on two public entities in South Africa: the Department of Home Affairs and the South African Post Office. The proposed initiative sought to make public service information more transparent to society; give people a platform to express their opinions; test the crowdsourcing model in the public sector; and improve the quality, speed and reliability of service delivery by enabling government representatives to access immediate feedback from citizens and respond to gaps in service delivery.

Going beyond its original remit to build 'Yowzit for Governance', the team populated the website with geolocated information from over 41,102 public entities (e.g. municipal offices, libraries, police stations, post offices). These were organised across 14 categories of public services (travel, transport, sport, social services, safety and security, revenue

services, recreation, arts and culture, education, foreign affairs, health, justice, state-owned companies, and municipal services), which were separated into 108 sub-categories. Yowzit also included relevant contact details and the opening hours and locations of these public entities, which had previously not been captured on a single platform. This was an exhaustive task, and Yowzit's managing director noted that some municipalities' own records contained errors and conflicting information. At the end of its innovation project, 579 of the 41,102 listed public entities had been reviewed by the public.

Prior to the implementation of its innovation project, Yowzit engaged high-level officials from relevant ministries to work closely with, the Ministry of Public Service, the Ministry of Administration, the Presidency and the Department of Performance Monitoring and Evaluation. Although there was a willingness to work with Yowzit, these commitments did not translate into official sponsorship of the project.

⁵ Key informant interview with Pramod Mohanlal, 28 September 2016.

⁶ This practice paper does not interrogate the Yowzit model, nor does it does not discuss whether the innovation project has proven its concept.

Identifying priorities: getting to know Yowzit's base

While implementing the innovation project, Yowzit quickly learned that there was a critical difference between high-level commitments and inculcating an organisational culture of responsiveness and tech adoption at the operational level of government ministries. It also became clear to Yowzit that transparency does not lead to immediate accountability. While Yowzit proved that the crowdsourcing of citizen feedback is possible, and that people are willing to talk about public service delivery in an unbiased manner, getting public entities to act upon citizen feedback is difficult. This is an ever-present challenge for many practitioners in the field of social accountability (Fox 2014; Gaventa and McGee 2013; Joshi 2013) and was acknowledged by Yowzit in its findings.

At the same time, Yowzit experimented with different digital techniques to prompt citizens to use its platform to rate public entities. In a report to Making All Voices Count, Yowzit acknowledged that “as the last twelve months have demonstrated,

initial progress on gaining wide usership of a digital platform will likely be modest, and very significant improvement will take time to materialize”. Furthermore, Yowzit stated that “it is important to set realistic expectations”.⁷

To expand its knowledge about the users of e-governance platforms, their experiences of offline engagement with public entities, their expectations of public entities and their expectations of the platform, Yowzit decided to embark on an applied research project a few months into its innovation process. This focused on understanding the level of demand for tech-enabled governance. In particular, Yowzit wanted to know what would compel people to use its platforms more broadly. It also sought clarity on the types of response to information posted on Yowzit that users and potential users expected from government actors.

How Yowzit approached its research questions: the Jobs-to- be-done framework

Research framing

In its research, Yowzit used the ‘Jobs-to-be-done’ framework, a consumer research methodology developed by Harvard professor Clayton M. Christensen, the originator of the concept of disruptive innovation.⁸ He defines disruptive innovation as a theory that “explains the

phenomenon by which an innovation transforms an existing market or sector by introducing simplicity, convenience, accessibility, and affordability where complication and high cost are the status quo. Initially, a disruptive innovation is formed in a niche market that may appear unattractive or inconsequential to industry incumbents, but eventually the new product or idea completely

⁷ Both quotes taken from Yowzit's final narrative report on its e-governance innovation, submitted to Making All Voices Count on 31 August 2015.

⁸ For more information about disruptive innovation, see Christensen (1997).

redefines the industry" (Christensen Institute 2016).

The Jobs-to-be-done framework focuses on understanding the underlying needs of the consumer and how they can receive new solutions. This approach has been tried and tested in the field of consumer research, and has proven effective for that purpose. Underpinning consumer research is the idea of individuals as 'users and choosers' of services and products in a market economy.⁹

As a social enterprise working on a governance project, using a consumer research methodology was a novel choice. For Yowzit's researchers, the market approach made intuitive sense, as it allowed them to go into the townships without preconceived notions of citizen priorities.

Yowzit posits that if people across the world have migrated online for everyday personal activities (e.g. banking, online courses, booking hotels) then there is no reason why South Africans would not use e-governance solutions at present and in the future. A key premise of employing the Jobs-to-be-done framework is that the Yowzit platform and its rating mechanisms are, or have the potential to be, disruptive. That is to say that the Yowzit platform is a simple, convenient, accessible and affordable solution in a complex environment with high transaction costs, and that the platform has transformed or will transform how citizens and public entities interact.

Research questions

At the beginning of the research process, Yowzit saw this research as fulfilling the dual purpose of:

- answering practical questions around how to effectively deploy and scale tech-for-governance platforms in the public services sphere, in a way that fosters inclusivity
- determining how to reach individuals who are not currently sharing their views on government

services, and those groups that have largely been marginalised by existing structures.

In Yowzit's practitioner research proposal, the objectives of the research were as follows:

- How and why do individuals get involved with rating and reviewing public services?
- Which obstacles stand in the way of behaviour change?
- What are people trying to find out about local government, and what are they trying to express themselves?
- What information do government officials need to convey to constituents?
- What are the criteria that each stakeholder uses to claim success with an interactive platform?
- Which best practices can be gleaned from other e-governance solutions? How can these be used to encourage fast adoption and heavy usage?¹⁰

Sources of information

Yowzit segmented its sample into the categories of 'high' and 'low' social media users, as well as making the distinction between township-based respondents and suburb-based respondents. The term 'township' refers to an area where non-whites lived under the apartheid regime in South Africa. Townships are not homogenous and there is great socio-economic variance among them and within them.¹¹ Suburbs in South Africa are no longer legally racially segregated, and are populated by people of medium-to high socio-economic status.

Yowzit undertook a literature review of material produced by the Government of South Africa on e-governance. It conducted face-to-face and online interviews with 308 people, 229 of whom resided in townships and 79 of whom lived in the suburbs. It also held 20 focus group discussions, each with between 2 and 6 people.

⁹ It is important to note that the Making All Voices Count conceptual framing, in line with the human rights-based approach, sees service providers as 'duty bearers' and citizens as 'rights holders', rather than clients that are merely 'users and choosers' of services and products. Even if one were to adopt the users and choosers logic, citizens sometimes find themselves with no choice but to select municipal services, and little belief in the effectiveness, or even the good faith of, the government. The mechanism of exacting accountability must be duty-based, and therefore different obligations and incentives must pertain.

¹⁰ Due to limitations in terms of time, resources and priorities, Yowzit was unable to analyse other e-governance solutions.

¹¹ According to Yowzit's research report, "two of the townships selected for this research, Kliptown and Diepsloot, are populated by the poorest and most marginalised people while Tembisa, Umlazi and Chatsworth are populated by people with [relatively] higher socio-economic status". The full findings are available in: Wattman, Wunker and Mohanlal (2015).

Respondents placed a very high value on providing feedback to public entities, but did not choose to use existing mechanisms.

What citizens think about e-governance platforms

Feedback valued, but not given

According to Yowzit's research,¹² most people surveyed were not currently using websites to obtain government information (16% of township-based respondents, 35% of suburb-based respondents). Participants in focus group discussions primarily obtained information from TV, radio and local newspapers.

Respondents placed a very high value on providing feedback to public entities, but did not choose to use existing mechanisms. Yowzit's findings underscored a certain level of mystery and confusion surrounding the work of municipalities, and a reluctance to provide them with feedback. Respondents noted feeling insufficiently aware of government processes and unqualified to provide useful information. Not knowing what to expect or demand were also seen to be key inhibitors of providing feedback to public entities.

Among the few respondents who provided feedback to local government institutions, township residents attended community meetings, whereas suburbanites who used social media often naturally preferred to provide feedback through these platforms. This suggested a potential growth area for Yowzit among suburbanites.

Keen interest in the Yowzit platform

The exploratory nature of the research meant that the overwhelming majority of the surveyed populace indicated that they were keen to embrace

a Yowzit-like solution. Two thirds of respondents from all backgrounds – high social media users and low social media users, and those residing in townships and suburbs – said that they would use the Internet to provide feedback and input to local government.

The majority of respondents cited the relatively low transaction cost as the ground for Yowzit's appeal. Participants indicated that it felt good to express their opinions, the platform was easy to use and it was worth a try. This was corroborated by the reasons given by respondents for not providing feedback to government through offline channels: it was thought to be too time-consuming, with government entities keeping inconvenient hours.

The importance of power in numbers was reflected in the responses from the focus group discussions. A major deterrent to providing feedback at present was the view that one person couldn't make a difference.

Desire to share community information

According to Yowzit's managing director, the research process afforded the Yowzit team the opportunity to immerse themselves in the lives of their users, and to see the world differently. The team learned a lot about what the surveyed communities value, and what they don't value. In the focus group discussions, recurrent themes of community pride emerged, and participants

¹² This practice paper is intended to be a snapshot of Yowzit's research. Only selected findings are highlighted, those that raise key issues in the field of transparency and accountability.

expressed a desire to profile their community. Improving their community was seen as one of the reasons why users from all backgrounds wanted to engage with the Yowzit platform.

The Yowzit managing director said that respondents did not compartmentalise their lives; they did not distinguish between their rights and entitlements as citizens, and their expectations with regard to quality services delivered by the private sector. For Yowzit, this has implications on how it approaches and frames governance issues for its users.

Yowzit's research shows that not only was there a desire to share information at the community level, there was also a clear desire to do so online – a medium that currently wasn't used for this purpose (Wattman et al 2015). Respondents wanted information on employment opportunities, church and social gatherings in their community, and immunisation announcements. The most sought-after information was that of electricity outage schedules.

Expectations of an e-governance platform

Across the board, respondents felt that the most important 'interaction' with the platform would be receiving a response from government officials. However, Yowzit's research did not probe into the nature of these responses, for example whether it meant acknowledgement of the receipt of a complaint, or resolution of a problem raised.

Through their lived experiences, respondents were highly attuned to the governance challenges facing South African public entities. They had a no-nonsense attitude towards government promises and had little faith in municipal institutions. A statistic that is oft-cited by Yowzit, yet still pertinent, is that "the Department of Local Governance and Traditional Affairs has assessed 63% of the country's municipalities as being dysfunctional or highly dysfunctional in terms

of their professionalism and efficiency" (South Africa Department of Cooperative Governance and Traditional Affairs and Human Settlement 2015). As reported in the 2016 Edelman Trust Barometer, a mere 16% of South Africans trusted the government to do what was right (Corruption Watch 2016).

In contrast to this, in the Yowzit sample, 82% of high social media users in townships and 73% of high social media users in suburbs believed that ratings and reviews on an e-governance platform would lead to improved service delivery. It is worth noting that similarly large proportions of low social media users in both locales (80% in townships and 68% in suburbs) thought an e-governance platform – something with which they had little familiarity – would lead to improved service delivery.

A significant question that Yowzit explored in its research was which types of entity respondents would trust to run an e-governance platform. In townships, respondents trusted the national government to run a platform. In the suburbs, respondents thought that the private sector would be better positioned to run such a platform. Neither group thought that local government was in a good position to run an e-governance platform. The reasons for this belief need to be explored further.

Key recommendations

Yowzit's analysis (Wattman et al 2015) and its experiences yield some sobering but useful reflections on e-governance platforms:

- An information and communications technology (ICT) platform must demonstrate its relevance and utility to citizens and government officials.
- The platform must not be overly complex.
- Progress should be gradual.
- A combination of high-tech, low-tech and non-tech communication tools is needed.
- Expectations are modest among users.

“It's the ghetto. People get information for us.”

Putting the findings into context

The research findings about the factors that inhibit participation in e-governance platforms underline a sense of unwillingness and hesitation to provide feedback to government actors, and a deep mistrust of public entities. It is therefore important for Yowzit to reflect on the disempowerment that comes with marginalisation, and consider the norms that prevent citizens from voicing their opinions – and that correspondingly prevent government from listening (Oswald 2014).

As one Kliptown resident noted in a focus group discussion: “It's the ghetto. People get information for us.” This hints at the role of intermediaries in communicating official information to the less connected. It is worth reflecting on the role of these ‘people who get information’, how they decide what is worth communicating and who needs to hear it, and how the transmission of information may be informed by their priorities and needs. Also, as Yowzit hopes to expand its user base to people living in townships, it is significant that its research showed that politically engaged township residents still seem to value face-to-face interactions with municipal officials and community representatives.

According to Yowzit's theory of change, the model relies on a critical mass to work well and gain a certain level of traction on key issues. This is reinforced by the regard for ‘power in numbers’ held by the participants in Yowzit's research. It is for this reason that Yowzit has been working assiduously to expand its user base. It must be noted, too, that the relative convenience of the Yowzit platform only holds true if a user is Anglophone, digitally literate and a user of similar ratings platforms, i.e. someone with regular, affordable access to the Internet.

South Africa's political, social and economic context shapes how the types of ‘voice’

aggregated on the Yowzit platform are perceived by the public entities to which the feedback is targeted (Couldry 2010). As such, Yowzit has been trying to increase its types of user, and expand its offline mechanisms of engagement, to include more diverse voices. Applied research is seen as part of the process of listening to the needs of less dominant voices.

Information-led citizen driven initiatives – what Fox (2014) calls ‘tactical approaches’ – have demonstrated little impact on unaccountable governance structures on their own. Although social media platforms with low transaction costs have been critiqued for commodifying or trivialising political activism (White 2010), they may, through a complex interplay of online and offline structures, result in sustained progressive governance changes (CIVICUS 2013 and 2011). Online action will not translate into offline action without the necessary offline structures in place; and, in the case of public entities, a robust accountability framework in which government employees have the ability, capacity and interest to resolve citizen complaints is necessary. For transparency and accountability initiatives to be effective, it is critical that they are connected to broader forms of collective action and mobilisation in the accountability ecosystem (Halloran 2015; Gaventa and McGee 2013; Joshi 2013).

Yowzit is aware that the aggregation of voice is not all that is needed to achieve the type, level and scale of change to public service delivery that it would like to see. Through its innovation process, Yowzit encountered difficulties trying to forge meaningful partnerships with the public entities it chose to work with, and came to terms with the enormity of the challenges faced by frontline public service staff. Yowzit also had to scale back the ambition of its planned focus group discussions with high-level government

officials. Therefore, Yowzit has a grounded view of the role and limitations of its platform, and the types of allies it needs to work with in order to achieve greater impact. Like many other practitioners in this field, in the future it will need to fill the knowledge gaps on the organisational infrastructure, culture and inner workings of the specific public entities it hopes to affect, in order to push for greater government responsiveness.

A significant paradox emerged in this research: if citizens did not get government information from websites, and valued feedback but did not give it, what accounted for the high levels of expressed interest in using e-governance platforms? A plausible explanation for this inconsistency could be a social desirability bias, with respondents indicating that they would use the platform as this is the choice that rational, modern actors would make. This has been known to happen in consumer research, as well as in other scenarios where people are asked to report on their behaviour, and might have happened if participants believed an e-governance platform to be a disruptive innovation, i.e. the optimal and most efficient way of resolving intractable service delivery challenges. That said, the Yowzit researchers paid careful attention not to bias the respondents and to ensure that the less outspoken voices were heard in focus group discussions.¹³

The findings indicate that respondents were aware of the pervasive service delivery challenges in South Africa and the lack of infrastructure to sanction unsatisfactory performance. Yet in spite of this pessimistic outlook, they believed in the potential of Yowzit to trigger behaviour change in public entities and their employees. While the low transaction costs explained why people might give a platform like Yowzit a go, and a social desirability

bias might explain why people feel that they ought to use it, these two factors do not fully explain why people believed that the rating and review mechanism would spur normally unresponsive public entities into action.

Many of the participants of the focus group discussions were young, heavy social media users who valued the ability to express themselves online. They were considered to be part of the vanguard that would drive the usage of Yowzit. McGee and Carlitz (2013) highlighted that a wave of techno-optimism was driving the development of T4T&A initiatives, particularly regarding beliefs about their potential use and uptake on the part of their creators. One possible interpretation of the findings of Yowzit's research is that this optimistic assessment of the impact, and the perceived value of sustained engagement, extended to potential users as well. This could be further reinforced by the normative values that drive social desirability bias.

The research threw a few 'curveballs', in that some of the findings were unexpected and not of immediate relevance. There was a clear demand for information that was relevant to the lives of the respondents, such as information on job opportunities, community events and power outage schedules. This is owing to the choice to use the open-ended Jobs-to-be-done framework, which permitted non-governance ventures to be surfaced and discussed freely. Not only did the consumer research point to potential new areas of focus where there is already a lot of existing competition, it suggested potential additions to the Yowzit platform that go against its central tenet of 'keeping it simple'. How to manage curveballs and social desirability biases are issues which need to be considered if T4T&A initiatives want to employ the Jobs-to-be-done framework.

¹³ Key informant interview with Steve Wunker, 13 October 2016.

Yowzit has a grounded view of the role and limitations of its platform, and the types of allies it needs to work with in order to achieve greater impact.

Reflections and next steps

Yowzit noted that the research was expensive, and it intentionally set a compressed and intense time frame. The Yowzit managing director noted that balancing the practitioner research process with implementing the innovation project was challenging, and this type of research could be tough for teams with fewer resources. The research was not sufficiently embedded in the innovation life cycle, and the reflective learning questions should have been incorporated into the project at the design stage. Depending on their focus, an embedded reflective learning-focused research process might enable practitioners to examine the existing behaviours of their current and potential stakeholders, map the accountability ecosystem and identify key allies, or understand the mechanics of the public entities that they hope to influence.

It is therefore difficult, if not impossible, to extricate the lessons of the practitioner research process from the lessons of the innovation process. The Yowzit managing director said that regular participation in the Making All Voices Count South Africa communities of practice, and attendance at Making All Voices Count learning events, were critical opportunities to reflect on its way of working while challenging existing assumptions.

The hard experience of trying to engage with government actors in South Africa has served Yowzit in good stead. As private sector actors entering the governance space, Yowzit learned first-hand about the hard work, heartache and hard-won incremental victories, as well as the setbacks, that come with working in this field. And many of the beliefs which Yowzit held prior to the innovation process were interrogated through this

reflective learning process. This has helped Yowzit to fill important knowledge gaps and brought new ones to light.

Since the end of this initial research, Yowzit has received a £250,000 scaling grant from Making All Voices Count, and the lessons from the innovation process and this applied research have shaped Yowzit's revised approach.¹⁴ Yowzit has committed to working in close partnership with civil society organisations (CSOs) and community-based organisations. This has been incorporated into its scaling plans, as it recognises the crucial role of intermediaries in building and sustaining cohesion and community. For example, Yowzit recently started collaborating with prominent CSOs including the Etuka Legal Resource and Development Centre, the Get Informed Youth Development Centre and the Treatment Action Campaign. It has also employed dedicated staff to focus on mobilising township residents; the result of this has been a correlative rise in the number of Yowzit users based in townships.

Furthermore, Yowzit is working closely with the Ekurhuleni Metropolitan Municipality to ensure that its staff are able to investigate, verify and, where possible, take corrective action on citizen feedback posted on the Yowzit platform. At present, Yowzit is working with Ekurhuleni's senior management to synchronise their internal information management systems with Yowzit's e-governance platform. In this next phase of the project, periods of deep and honest reflection are needed on what works, what doesn't work and why; this will build on the knowledge gained from this research and the related learning processes.

¹⁴ The details of Yowzit scaling project will be available on the Making All Voices Count website (www.makingallvoicescount.org).

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About Making All Voices Count

Making All Voices Count is a programme working towards a world in which open, effective and participatory governance is the norm and not the exception. It focuses global attention on creative and cutting-edge solutions to transform the relationship between citizens and their governments. The programme is inspired by and supports the goals of the Open Government Partnership.

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Research, Evidence and Learning component

The programme's Research, Evidence and Learning component, managed by IDS, contributes to improving performance and practice, and builds an evidence base in the field of citizen voice, government responsiveness, transparency and accountability (T&A) and technology for T&A (Tech4T&A).

About Making All Voices Count practice papers

The Research, Evidence and Learning component has produced a series of practitioner research and learning grants to support a range of actors working on citizen voice, T&A and governance to carry out self-critical enquiry into their own experiences and contexts. The main output of each grant is what the practitioner learns and applies to their own practice. Practitioners can also decide to produce their own written outputs. The purpose of the practice paper, written on completion of each grant, is to capture the essence of that learning process through a reflective dialogue between programme staff and funded partners, to share with a wider audience of peer practitioners and policy-makers.

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