MAKING ALL
VOICES COUNT

I KNOW
WHAT
I KNOW

(but how do I know what I don't?)

COMMUNITY OF PRACTICE
WORKSHOP

JOHANNESBURG

9 NOVEMBER 2016

I KNOW WHAT I KNOW

(but how do I know what I don't?)

This learning event was convened by Deborah Byrne, Country Engagement Developer for South Africa, Tamara Braam, an independent monitoring, evaluation and learning consultant and Indra de Lanerolle, who runs the Network Society Lab at the University of the Witwatersrand.

Deborah Byrne and Gontse Legong, run the Making All Voices Count (MAVC) programme in South Africa and Mozambique. MAVC is a four-year programme implemented by Hivos, Ushahidi and the Institute for Development Studies (IDS) at Sussex University. The aim of the programme is to harness the power of innovation and technology to make governments more effective, responsive and accountable.

Tamara Braam is an independent consultant who provides technical support to MAVC grantees on monitoring, evaluation and learning plans. Tamara Braam & Associates is a strategic management development consultancy that has worked with a range of clients in customised ways that maximise the potential of individuals and organisations to be optimally effective in their responses to a range of social justice issues that they are engaging with.

Indra de Lanerolle runs the Network Society Lab at the University of the Witwatersrand. He is also a member of the MAVC Research Outreach Team. He guided the workshop participants through a mapping exercise in which participants had to locate their organisation according to their knowledge gaps. The aim was to help organisations identify learning areas that still need work and help them to ask the questions that will improve their learning.

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Preface

This report aims to capture the content of a one-day Making All Voices Count South African Community of Practice (CoP) Meeting held in November 2016.

The South African MAVC CoP has been running for three years and has met between two and four times a year. It is a space for MAVC grantees and others working to foster innovation in the fields of transparency and accountability to share experiences and knowledge and collaborate in learning and improving our work.

This Community of Practice meeting was focused on improving our understanding of this learning process and on contributing to setting an agenda for MAVC's learning programme in 2017 (the last year of MAVC activities). The meeting was facilitated by Tamara Braam and Indra de Lanerolle.

This report is divided into five main sections. In the introduction we summarise the framing for the event that the facilitator established, drawing on some of MAVC's approaches to learning. In the second and third parts – 'What do I know?' and 'What don't I know?' – we write up the model that Indra de Lanerolle presented to look at what organisations know and don't know and capture some of the discussions and inputs that came from using this model in the workshop. The next section – 'How are we learning?' – offers three case studies to explore the learning processes that three organisations have gone through. At the meeting these were investigated through interviews and discussions. In the 'Future learning' section we summarise the discussion that took place on how we intend to use the workshop discussions to inform the MAVC learning agenda in South Africa in 2017.

The content for this report is drawn from the inputs of the participants and facilitators listed at the end of this report. We would like to thank all of them for their contributions. There are, we hope, many useful insights here, but they do not represent a consensus of the participants or of MAVC grantees. The report is a snapshot of CoP participants' creative thinking and ideas in November 2016. MAVC will be using the ideas here for activities in 2017 and we hope that what the workshop came up with will be developed further.

Introduction

An important support function of Making All Voices Count South Africa is to design, plan and facilitate community of practice gatherings for sustained learning and sharing across our grantee spectrum.[1] This year, to reach the key actors identified in the Making All Voices Count South Africa country plan we broadened our local network to include non-partner organisations that share our vision for transparent governance systems that respond readily and appropriately to the needs of citizens.[2] These organisations have been included in this event.

Learning events are designed to foster trust and collaboration among participants, but they should also encourage the kind of disruptive discourse that can inspire innovation.

> *A number of key ingredients are needed to make a learning event like this happen: a convenor, a theme, a network of willing participants with experiences to share, a structured learning methodology, and an experience of contextual learning.*[3]

On 9 November 2016, 35 Making All Voices Count representatives and partners – big, small, startups and veterans – gathered at Stay City in Berea, Johannesburg to share and learn from their expectations, fears, triumphs, knowledge, disappointments, failures, stories and experiences. The group explored the questions that must be asked – 'the core areas of inquiry for using technology to strengthen accountability and transparency in Southern Africa'[4] – that will address obstacles to change, and how to articulate them as a collective to strengthen and deepen the culture of learning.

What works and why

The learning challenge for the Making All Voices Count programme is to capture and harness the diverse knowledge it generates across all grantee organisations to bring changes in governance, evaluate programme effectiveness and make sure working practices keep evolving and getting better.[5]

In its final year,[6] Making All Voices Count will be in learning mode, 'deepening the learning and evidence gathered from the range of grants and learning spaces convened' during the life cycle of the programme.[7] We believe the most responsible way to exit is to feed what we have learnt into organisations that have continuity in the fight for responsive governance. We are beginning a process of curating and archiving everything we have learnt so that we leave behind a repository of learning and evidence-based knowledge about what works and why.

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1   Concept note: This includes grants awarded competitively (incubation and innovation), collaboratively (innovation and scaling) and research grants

2   Concept note

3   Transforming Governance: What role for technologies? (A learning event, February 2016, Manila, Philippines)

4   Concept note

5   Brock, K.; Shutt, C. and Ashlin, A. (2016) Learning for change in accountable governance programming, *Learning Review*, Making All Voices Count, Brighton: IDS © The Institute of Development Studies 2016

6   Concept note: MAVC enters its final year in November 2016.

7   Concept note
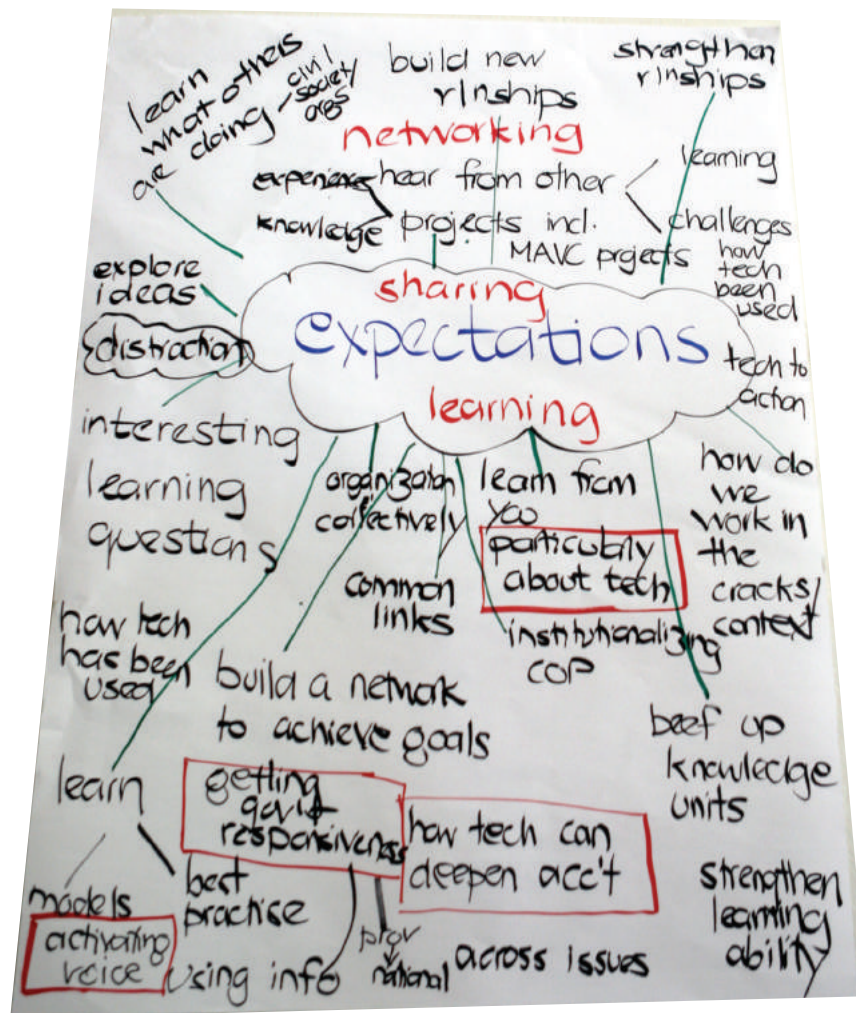
What other people are learning

One way to explore the learning process within organisations – how you learn, how learning helps you grow, what gets in the way of learning and what aids it – is to look at what other people are doing and learn from what they are experiencing. This *contextual learning* that organisations get from specific situations presented by the projects they are involved in, helps to inform country-level theories of change that we can use for project design and adaptation in each focus country.[8]

How we use learning

Contextual learning is a subset of *operational learning*, a part of the learning process that asks:

- What causes the problem the programme is addressing?
- What form does change take and how does it usually happen?
- What are the needs and realities of the end-users of the solution to this problem?
- Is the evidence of what works or does not work relevant to the solution?

The operational learning Making All Voices Count gathers from grantees undergoes an evaluative learning process to work out if and how a programme is working or not. We use the results of this evaluation to refine the Making All Voices Count theory of change[9] – 'a live programme mindset which needs to be reflected on and updated periodically'.[10]

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8   Brock, K.; Shutt, C. and Ashlin, A. (2016) Learning for change in accountable governance programming, *Learning Review*, Making All Voices Count, Brighton: IDS © The Institute of Development Studies 2016

9   Theory of change is an adaptive management approach used in development programmes. It combines mapping of the intended sequence and outcomes of a programme with critical thinking about its context, stakeholders and assumptions about why change happens.

10 Research and Evidence Strategy, 2014:3

WHAT DO I KNOW?

THINGS I HAVE LEARNT

Everyone has something they can share about learning or would like to know about how other people learn.

In this section, to make it easier to share what we have learnt, we try to identify examples of learning, obstacles to learning and benefits of learning – and ways learning can be optimised.

Contextual learning for sharing

Examples of learning

When you identify learning in your work, you have probably used something that happened to you or your organisation to learn something new. Although your experiences are always unique, it is very likely that there will be similarities and synergies with what others report about their work. Sharing this learning helps everyone make better choices in the work they are doing. Examples of learning are not always obvious. It is easy to miss opportunities to learn. Technology for transparency and accountability (Tech4T&A) has three basic learning areas: people, technology and process. Your examples of learning are likely to fit into one or a combination of these categories.

The people

As you start acquainting yourself with an accountability or governance problem you will realise how it affects people directly and that it also has repercussions for society-at-large. There are many individuals and organisations that play a role in the way problems start and how they are resolved. Here are some of them:

- People who use the technology we design to report accountability and governance problems
- People who use our online or mobile forums as a knowledge hub
- People responsible for the accountability and governance problems or violations
- People who work for chapter nine institutions (such as the public protector)[11]
- The media
- Civil society
- Your colleagues
- You

Examples of learning in the people sphere are: Isolating the correct group of users and recognising where they have special needs, finding the right official to whom you can direct queries about the problem (who is accountable?), communicating with other organisations (who and how?); establishing an agreement or memorandum of understanding with implementing partners; composing peer learning and sharing learning briefs after every project.

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11 Chapter nine institutions are established in terms of Chapter 9 of the South African Constitution to guard democracy.

Michael Bendle (Project for Conflict Resolution and Development), Kekeletso Molebatsi (Yowzit) and Kudzay Veremu (Eastern Cape NGO Coalition)

The technology

Technology refers to the tools we plan to use to address the accountability problem. Examples of learning about technology include finding the right technology platform for the users, the situation and the problem; learning how to measure the effect of the technology; and exploring whether or not the technology is making a difference.

The process

The process begins with identifying an accountability problem and is broadly defined by the methods and steps it takes to get to a solution. In the learning context it is very important to map the process with pathways that can be communicated easily so that they can be used in the future by other organisations to navigate similar problems. Although it is relatively easy to recognise examples of learning in the process stream because it is defined by activities and in Tech4T&A usually also involves people or technology or both, the challenge is to communicate what you have learnt effectively in a way that is accessible to everyone.

Examples of learning about process are things like weekly blogging to communicate what is happening in the organisation; formalisation and institutionalisation of learning processes;[12] and, deriving an action plan from the learning points.

Obstacles: What gets in the way of learning?

There are things that can prevent you from learning as much as you can from your experiences as an individual or as an organisation. Often the day-to-day tasks organisations have to do to keep functioning – administrative tasks and record-keeping not related to projects – take up time that could be allocated to constructive analysis and communication instead.

People are also sometimes afraid to ask questions because they might be perceived as ignorant. Asking questions, and more importantly, knowing which questions to ask, is a good way to learn. Figuring out what you don't know – knowing that you don't know something – will help you ask the right questions. If you assume you already know something because you have been working with the same people or with the same organisations for a long time, you could miss out on valuable lessons.

An obstacle may signal an opportunity to learn something. The Project for Conflict Resolution and Development (PCRD) is working on a programme to resolve conflict in schools. Director Michael Bendle says they were confident about navigating this problem because they have been working with schools since PCRD started. As a Making All Voices Count grantee, PCRD was able to spend a year working intensively with a group of 26 teachers, which gave them some fresh insights.

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12   In the discussion sessions some participants felt that institutionalizing learning can be an obstacle to learning.

It has given us a better idea of what it is the teachers need. They have helped us simplify the programme – and brief the techies! **We have learnt more about what we thought we knew**. *It has helped simplify things. It is a lot easier for people to understand what we want.*[13]

Learning is central to the work Making All Voices Count supports. Although learning is difficult to measure using standard results-based monitoring, the *adaptive learning* approach we follow looks for solutions that are appropriate in a local context, which ultimately yield greater benefits. This type of learning emphasises the *process* of learning rather than insisting on one-size-fits-all solutions to be applied without regard to context. Where this culture of learning is nurtured there is more chance of learning. Some obstacles to learning are:[14]

- Not asking the right questions
- Assuming you already know something
- Resistance to learning
- No learning culture in the organisation
- Institutionalised learning that is not tailored to your organisation's needs
- Too much responsibility, not enough time
- A feeling that learning is indulgent
- A lack of clarity about the difference between experiential and evidence-based learning, and which is most useful in each situation

Benefits of building conscious learning

An organisation that makes time and space for conscious learning has the opportunity to recalibrate aspects of programming that may not be working as well as they could. A learning culture fosters *continuous* learning, which assumes you may have to try different ways of doing things until you find the best way and uses learning as the filter through which all activities and events are informed.[15] In other words, the value of the work you do is measured not only by what it achieves (outputs) but also in terms of the learning people can derive from it.

In time, this process of evaluation and learning will help to instil confidence because it removes the fear of trying new things and will reinforce aspects of the programme that are proven to work. Learning also helps us recognise synergies in our work because it improves communication within the team and brings together diverse ways of seeing and thinking. Harnessing this power of difference also helps us to see areas where we may be duplicating our efforts.

Accountability work is about seeing change for the better for the people we are working with and for, and in the governance structures accountable to those people. A learning culture grows change. If there is no change it is very likely that whatever you are doing is not working.

Getting the best out of learning

Optimal learning is learning that is powerful enough to inform the decisions you make in your organisation. How do you get the best out of opportunities to learn? Again, learning is optimal if you allow a culture of learning to grow within your organisation. Some of the ways to optimise learning are:

- Look at what works in other organisations and establish communities of practice, where you can reflect on what works and what does not work
- Tap into communities of practice and look for expert knowledge
- Build failure into your learning culture; it will give you the freedom to reject methods that do not work
- Record learning to use as evidence later
- Create forums where people are free to ask questions
- Make time for learning
- Be consistent with the terms you use for evaluation

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13   Michael Bendle, Community of Practice, 9 November, 2016.
14   Flipchart, Community of Practice, 9 November, 2016.
15   Flipchart, Community of Practice, 9 November, 2016.

WHAT DON'T I KNOW?

GET TO THE CENTRE

What do organisations know when they start developing a model? Some organisations have a deep understanding of the accountability problem and whether or not government responds and how. Some organisations know a lot about tools and technology, while others have a good understanding of the actors – the people they will be engaging with. Ideally we should know about all three.

What do you need to do to gain knowledge about all three? How do you get to the middle?

The diagram on this page uses a model developed by one of the MAVC research projects to help think about what an organisation knows and doesn't know in using new technologies to address an accountability problem.[16] It represents the three spheres of learning in accountability work – people, technology and processes. Where they merge, in the centre of the triangle, is where you are most likely to come up with new ideas and innovations to make your work more effective.

Very few organisations start in the middle. Most organisations know something about one or two of these dimensions. It is unusual for an organisation to be knowledgeable about all three.

UNDERSTAND THE PROCESS

UNDERSTAND THE PEOPLE

UNDERSTAND THE TECHNOLOGY
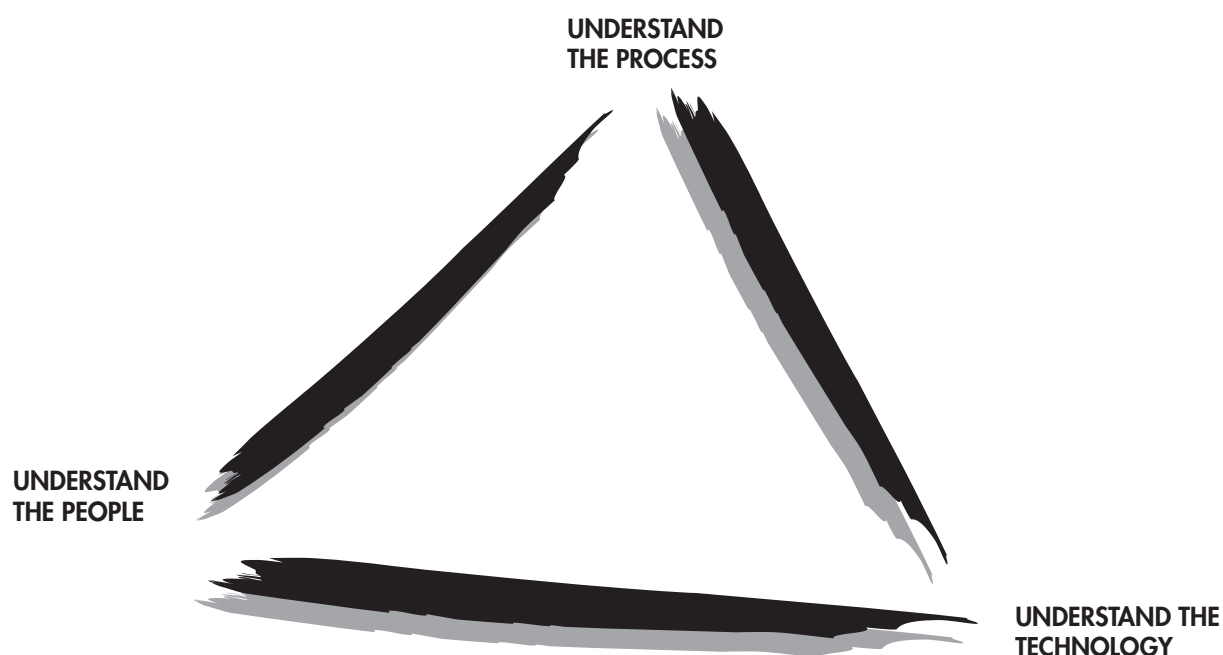
What we know, what we don't know, and what we don't know we don't know

It is one thing to know you don't know something; it is another *not* to know that you *don't* know something. Organisations sometimes fail to realise how valuable their knowledge gaps are and miss out on the chance to learn something new. You can only find out what the gaps are by asking 'Do I know *what* I need to know?'

To learn, you need a strategy. You need a list of things you need to learn about. Even if your instinct is to learn more about the things you already know, your learning strategy should include learning that lies outside your comfort zone or your immediate and familiar networks.

Sometimes we may not be aware that a lack of knowledge of a particular aspect of the project is a problem. An information technologist may be comfortable learning more about technology, but less so when it comes to increasing their knowledge of accountability problems. They may not be aware that their lack of knowledge is a problem and even if they do, they may not know where to find the information they need.

How do we go about exploring whether we know what we need to know? We need to capture those questions.

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16 http://www.makingallvoicescount.org/publication/six-rules-thumb-select-tools-transparency-accountability-projects/

Locate your organisation in the triangle

One way to figure out what you need to learn is to map your organisation in relation to the three programme focuses. Here are examples of how some of our grantees see their organisations within this framework.

## Democratic Governance Research Unit

Nkosikhulule Nyembezi

The Democratic Governance Research Unit makes legal information accessible to communities, in particular, through community advice offices. They are exploring the possibility of upgrading from memory sticks to a mobile application that people can use to access this information. They must work out whether making this change to the way they work will benefit more people, in other words, result in more finalised cases, and help people across a wider variety of issues. As an organisation they are confident in their knowledge of the accountability problem and the actors, but need help figuring out whether introducing a new technological solution will make a difference.

Black Sash

Lynette Maart

Black Sash is one of the oldest civic organisations in South Africa and has a wealth of knowledge and experience of many accountability problems and of the people whose lives they affect. One of their projects is to make the work and voices of community-based organisations visible. Many of these organisations do not have the means to access technology and as a result much of what they do goes unnoticed. They need a technology platform that will make full use of this opportunity and get the actors to fully engage with their ideas. One of the steps in the community-based monitoring they facilitate is advocacy work to increase the political will needed to inspire change.
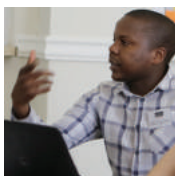
Citizen Justice Network (CJN)

Simba Mutambanengwe

The Citizen Justice Network (CJN) trains paralegals to use journalistic skills to expose legal problems and human rights abuses. Once they have undergone training, they are able to script and record stories based on their case studies and upload the stories for distribution to radio stations. CJN has developed the technical skills they need to ensure the data they collect and archive is used efficiently, but needs to learn more about the people they are reaching and other potential audiences.

Grassroot

Luke Jordan

Your relationship with the different aspects of your project can change. Grassroot was founded as a response to accountability deficits in marginalised South African communities. Grassroot combines their custom platform with existing technologies to build on the idea of collective action to challenge the status quo. Introducing technological solutions has changed the way they tackle accountability processes.

Livity Africa

Lindsay Breytenbach

Livity Africa works with South African youth. They have learnt it is important to use technological tools in combination with offline events mainly because internet access is not universal and is expensive and also because their audience is so diverse. The urban youth are very familiar with social media and use it a lot while the peri-urban and rural youth could get sidelined if Livity relied solely on online media.

Many organisations are trying to move towards technology; we have seen that shift over time. Tech organisations are also trying to move into civil society spaces, which is quite fascinating. It is interesting to see how over the past two-and-a-half years organisations have been gravitating towards the centre.

Pramod Mohanlal, Yowzit

Miriam Waltz (Sustainable Livelihoods Foundation), Jerry Kole (Maokeng Advice Office/Free State Housing Campaign), Nontando Ngamlama (Afesis Corplan), Sam Mosikili (Qholaqhwe Advice Office/Free State Housing Campaign)

HOW WE ARE LEARNING

TO MAKE VOICES COUNT

This section tracks the paths of three Making All Voices Count grantee organisations – the Southern Cape Land Committee (SCLC), amandla.mobi and Corruption Watch – as they navigate the most effective ways to use technology to reach and mobilise people to effect change and hold governance structures to account. The aim of these studies is to investigate:

- How learning is built into the way organisations work

- How technology adds value (or not)

- How technology can improve social justice programming that is already in place

Anne Plaatjes-Hanase (SCLC), Kavisha Pillay (Corruption Watch) and Paul Mason (amandla.mobi)

The Southern Cape Land Committee has recently begun training farm workers and farm dwellers to use social media to increase public awareness of their lack of access to socioeconomic rights and speak out about the ways in which their rights are abused or compromised. We look at the risks involved in exposing economically vulnerable people to a public forum and what SCLC has done, and is planning to do, to counteract this risk.

Corruption Watch launched the Bua Mzansi campaign in February 2016 based on the premise that the process of appointing a public protector for South Africa should be transparent and democratic rather than something decided by a small group of people behind closed doors.[17] Corruption Watch used new media technologies and traditional mobilising methods to make it possible for people to participate in the appointment of the new public protector.

amandla.mobi is an open community-advocacy forum with a broad base of users that acts on diverse social issues like the rights of refugees, land restitution, gender rights, the high cost of mobile data, unfair dismissal and disaster management. Although many people were sceptical about their idea to begin with, their approach was to acknowledge and allow failure and not assume that the methods they had decided on were necessarily the correct ones. Servant-leadership is fundamental to the way they function as an organisation.

These three case studies each highlight different aspects of adaptive learning:

- The Southern Cape Land Committee needs to find a way to protect their beneficiaries while empowering them
- The Bua Mzansi campaign proved that public expression can shift political direction and demonstrates some useful pointers for those embarking on similar projects
- amandla.mobi shows how important it is to build failure into the way you set up and approach the technological tools you plan to use to strengthen your campaigns

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17 http://www.corruptionwatch.org.za/bua-mzansi-gets-public-involved-in-pp-appointment/

CASE STUDY 1:
Southern Cape Land Committee

The Southern Cape Land Committee (SCLC) promotes agrarian reform through civic organisations and campaigns and works with farm workers and dwellers, small-scale farmers, agroecological food producers and rural settlements in the Central Karoo and Eden districts in Western Cape and Chris Hani and Cacadu districts in Eastern Cape. The SCLC administrative centre is in George, with satellite offices in Beaufort West and Graaff Reinet.

ABOVE: The districts in Western Cape and Eastern Cape where SCLC works to support farm workers and farm dwellers and promote land reform.

In the 20 years since the enactment of South Africa's land reform legislation[18] very little has changed for farm workers and farm dwellers, who are often trapped in inequitable relationships with the farmers whose land they live on. Although the broader aim of SCLC is to bring change by mobilising communities to demand land restitution and push through land claims, they also help farm communities deal with bread-and-butter issues like access to housing, transport and health care, and problems with remuneration, that directly affect their lives.

One of the aims of the SCLC Facebook page is to alert the public to human rights abuses like inadequate housing and physical violence on farms. SCLC has set up a WhatsApp group where these violations can be reported and then posted to the Facebook page once they have been verified.

When SCLC set up these reporting mechanisms they expected the transactions to be simple and did not anticipate that workers would be fearful of revealing information about their employers. It became clear that although they had given the workers the tools and training to use social media, they would still have to protect them from the potential loss of their jobs or tenure, and other forms of retaliation.

Making something public does not guarantee that government will notice that there is a problem and respond appropriately or that there will be a public outcry that will force government to respond. Anne Plaatjes-Hanase, who works for SCLC, says farm workers are still not heard despite their efforts:

> We wanted a public page so that people can see what is happening, take up the case and streamline action. There is a big gap between farm workers and government. We have not seen cases taken seriously. We have not seen change. The project is very ambitious to think that government will buy in.

Housing conditions on farms (SCLC Facebook page)

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18 No. 3 of 1996: Land Reform (Labour Tenants) Act, 1996.

It is not unusual for an organisation to make an assumption and act on it and then realise once they get feedback that their method simply has not yielded the results they expected. According to Professor Caroline Khene, co-director and strategy and evaluation manager at Mobisam, a mobile application for social accountability monitoring, one of the phases of their pilot project was unsuccessful because of their own adversarial attitude:

> *Government refused to respond because we were exposing them. In the new phase we had to adopt a different approach.*

Mobisam has realised how important it is to seek out ways to collaborate with the people who have the power to effect change, rather than assume they will not cooperate.

Other organisations had experiences similar to those of SCLC when they tried to mobilise people into lodging disputes about rights abuses. In 2013, Black Sash began a campaign to stop unlawful deductions from government pensions. According to national director, Lynette Maart, getting people to respond was difficult because they were fearful of losing their grants altogether. Although there was consensus – people were aware that the deductions were unauthorised and wanted their money back – they were afraid to approach the companies that were taking their money:

> *In our work there is fear of people losing their grants if they step forward and say "This is not working". We had to learn by way of doing. We first got a set of deductions that were unauthorised. We were working with a group of farm workers in Franschhoek and they were saying: "We want this to be stopped. We want our money back but we are very fearful about approaching one of these companies".[19]*

Black Sash systematically collected evidence and at every step consulted with the people most affected by the action and kept them informed of any developments. They allowed time to encourage them and informed them of what was happening and people began to speak out. One of the families agreed to be featured in a documentary that was aired on national television.[20] Black Sash brought the insurance companies[21] and government agencies (the DSG and SASSA)[22] together and succeeded in securing refunds for many of the claimants. They have now partnered with the Financial Services Board to expose the funeral companies that are exploiting people.

You have to take people one step at a time as they can.

Lynette Maart, Black Sash

Maart says that fears of surveillance in cases like this are not unwarranted. When one of the claimants in a class action initiated by Black Sash and six pensioners was reportedly harassed by people posing as meter readers who they suspected were from these insurance companies, Black Sash lawyers intervened on their behalf.

Although visibility does not guarantee change, it is necessary. SCLC has resorted to privacy to protect the farm workers, but is now faced with the problem of how to make these private conversations public, reduce harm to the farm workers while advancing their rights, and gauge to what extent the farm workers are able to use the social-media training they have received. Anne says SCLC has realised that one way to tackle this responsibility is to maintain very close ties with the people they are helping:

> *We have trained farm workers to use social media, but I think we can't just leave the tool in their hands. We have to still walk with them and assist them in a very direct way.[23]*

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19 http://www.groundup.org.za/article/how-1life-agent-ripped-pensioners_2833/

20 http://www.blacksash.org.za/index.php/updates-to-hands-off-our-grants On 1 March 2015, Special Assignment (SABC 3) screened Grant Grabs, a documentary exposing unlawful and fraudulent deductions from hundreds of pensioners and other social grant beneficiaries' accounts. The production team travelled across five provinces in South Africa to interview affected grant beneficiaries. Black Sash, the Human Rights Commission and CPS/Net1 also gave their perspectives on the issue.

21 Net1 and One Life

22 Department of Social Grants and the South African Social Security Agency

23 Anne Plaatjies-Hanase, Community of Practice, 9 November, 2016.

CASE STUDY 2:
Corruption Watch
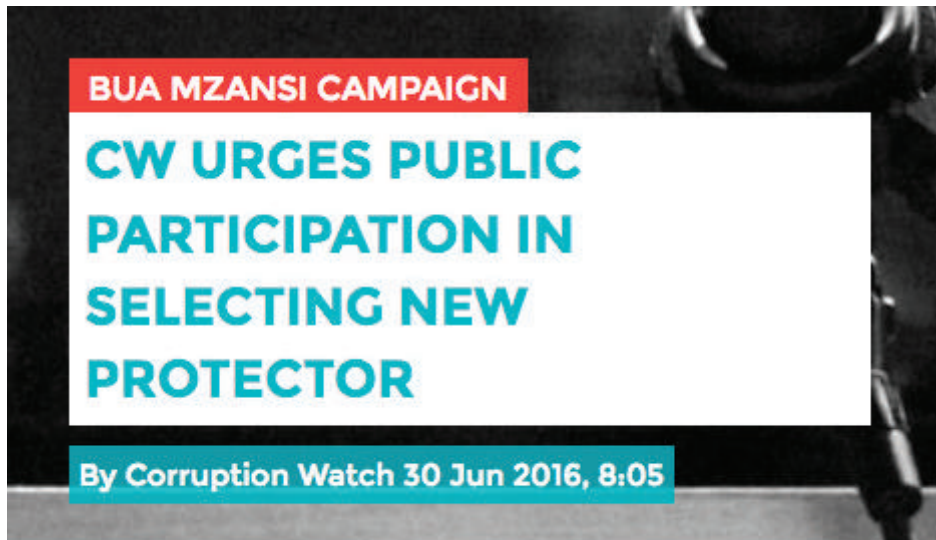
The SCLC case study shows that organisations need to be sensitive to the vulnerability and fears of the people they are working with, particularly if the plan includes using social media to expose abuse or transgression. One way to counteract intimidation is through a strong fact base that will increase transparency and enhance advocacy for a cause.

The Bua Mzansi (Speak up South Africa) Corruption Watch campaign demonstrates the importance of background information and documentary evidence on a more permanent forum (for example, a website, as opposed to social media sites) when a campaign is going public and society-at-large needs to be convinced that what you are advocating for is a freedom to which they have a claim.

There were no boundaries. They did not invite us to do what we did but we did it anyway. Whatever we did we put it out in the public space. Everyone was watching.

Kavisha Pillay, Corruption Watch

The overarching mission of Corruption Watch is to further the process of democracy by creating avenues other than voting for public participation and ensuring that every stage is visible and transparent.

The Bua Mzansi campaign was initiated to create awareness of the role of the public protector, promote public participation in the appointment of the new public protector and ensure the transparency of the appointment process.[24] Bua Mzansi was also intended to spark public interest and debate on the appointment of leaders of chapter nine institutions and other posts that are by definition non-political.

In August, Corruption Watch posted the profiles and official interviews of the 14 short-listed candidates on their website and invited the public to vote online for their favourite. They repeated the exercise with the shortlist of five. They also physically engaged people during roadshows where they set up pop-up voting stations that registered 8 000 votes in the space of a few days. The information they collected was built into the selection criteria on the website. They provided regular updates on the appointment process. Even after the appointment was made. the public was encouraged to vote on whether or not they thought Advocate Busisiwe Mkhwebane was a good choice.

The aim of the campaign was to make the formal, closed process of electing a public protector transparent

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24 www.corruptionwatch.org.za/bua-mzansi-the-importance-of-the-public-protector/

and accessible to everyone. They succeeded in making the public aware that they have the right to play a role in choosing their public protector, even though the votes (or voices) they collected were not taken into account.

The campaign captured the attention of many sectors, including the private sector, and gained a lot of publicity; the increased transparency made it impossible for the process to go by unnoticed or be hijacked by the candidate favoured by the ruling party.

Corruption Watch was even given the opportunity to present the results of their survey in parliament, although opposition parties argued that the data was not representative. They have resolved that they will need to determine the best channels to use before they embark on their next campaign and find ways to make sure the data is representative so that it is taken seriously. Caroline Khene from Mobisam notes that Corruption Watch was constantly mindful of the process of learning and reflection:

> People forget that learning should be from the very start before your main project begins. Someone will say "Oh, there's a problem there, oh, okay, we can address it with a tool", not realising that this problem is very complex – it's a wicked web of so many issues and actors involved in it.

The fact that the chair of the selection committee, Dr Makhosi Busisiwe Khoza, was willing to engage with civil society and was also open to making the process transparent had a significant influence on the success of the campaign.

> We were shocked by the willingness of the chair to show us favour. We didn't realise that they were willing to engage with civil society. We went in thinking that they were going to oppose us. We were wrong. It allowed for some other good things to come out of the process.

Corruption Watch lobbied civil society groups in Gauteng and the Western Cape to see how they could work together on this project. Some of the organisations had experience in dealing with parliament and they learnt a lot from them in the process. The partnerships Corruption Watch built into the way they worked during the campaign filled the knowledge gaps they had. Kavisha says they were largely dependent on their peers in this regard:

> We have networks of people who have experience. No one can know everything; you have to tap into those networks.

Nontando Ngamlama from Afesis Corplan, a development NGO located in East London in the Eastern Cape, says she feels we need to make sure the projects we work on can be translated into service and that the knowledge we now have thanks to this campaign – in this case that the appointment of the public protector is not open to the public and that we need to secure ways for the public voice to be formalised – is used in a meaningful way by civil society as a collective:

> So we've collected all these views and comments from the public, but the system itself does not have room to embrace that information. What happens seven years from now when we don't have a chair that wants to engage and listen? We will have taken our hands off it. So for me there is that thing around sustainability and collective learning and then collectively engaging with it for the long haul. And having moments of pausing and reflecting collectively and seeing where we want to take the fight and staying in there as a collective.

CASE STUDY 3:
amandla.mobi

amandla.mobi is a platform that offers people the tools to challenge South African leaders and hold them to account, or scale up activism they are already involved in. It focuses on black women, who are disproportionately affected by injustice, violence and poverty. According to founder and executive director, Koketso Moeti, amandla.mobi was started so that 'Every cellphone can be used as a tool for democracy-building and getting the voice of the voiceless heard'.[25]

Koketso grew up in Rooigrond, a town in North West, South Africa, established in 1993 by workers fired by white farmers on the eve of the declaration of democracy. By 2006, after repeated promises to appropriate the land on their behalf, the Mahikeng municipality changed tack, declared it was going to settle them elsewhere and, to force them off the land, halted all municipal services. In 2009, Koketso started Operation Rooigrond to mobilise resources and build the capacity to petition government on behalf of her community. Her experience with successfully rallying support around the Rooigrond cause made her realise that technology can offer access to information, connect people and help coordinate activities.

Every cellphone can be used as a tool for democracy-building and getting the voice of the voiceless heard

Koketso Moeti, amandla.mobi

Campaigns backed by amandla.mobi are based on social issues identified by the amandla user group. After a campaign is loaded onto the amandla.mobi platform, anyone can join and track the campaign from their mobile phone via a mobile site. Once the campaign is up and running, the team builds constructive dialogue between government and activist networks to support a positive cycle of accountability as opposed to a 'name-and-shame culture'.[26]

The concept received very little backing to begin with – no one believed it could work – and since neither Koketso nor co-founder Paul Mason are developers, they had to experiment with various platforms before they found a good fit. They also felt it was necessary to avoid using English as the main language on the site because activism in the public realm and on social media is dominated by white English-speaking people. They ran their first campaign in isiZulu only and later introduced isiXhosa and Setswana. To help solve the language problem they have begun to crowdsource translation.

To reach as many people as possible, they expanded into different technologies (WhatsApp, USSD, SMS etc.) and use a platform that works across a variety of devices. They measure engagement on different technology platforms across campaigns every week, so that they can focus on the hard data and on the campaigns that are receiving most attention from the people on the ground. Paul says it is sometimes difficult not to get emotionally attached to your own activism idea:

> There may be something you think people are going to be really passionate about, they're going to be talking about it on Facebook [...] something you were very attached to, instead it's that random campaign about EPWP workers being fired in OR Tambo, mobilising 300 of these workers who were being fired.[27]

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25 http://www.itweb.co.za/index.php?option=com_content&view=article&id=145253

26 http://www.makingallvoicescount.org/project/amandla-mobi/

27 http://www.khulumani.net/active-citizens/item/1242-petition-support-the-demand-for-the-payment-of-epwp-workers-in-mthatha.html.

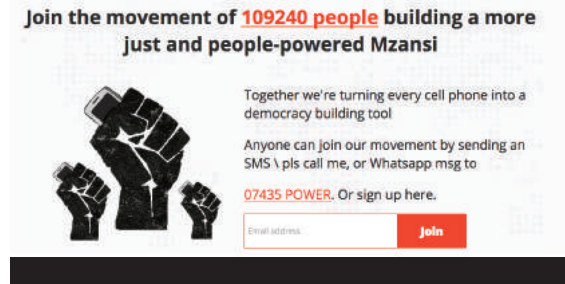Paul cites 'confidence issues' as the reason they did everything as if it was an experiment and subject to change. This approach – not assuming that they know all the answers and learning along the way – is the servant-leadership model to which they aspire:

> We had no idea, this was a crazy idea, everyone we spoke to – donors, NGOs – said it was not going to work. And so there was a vision, there was a passion, but there was huge self-doubt. It was about providing everyday people with the tools to do what they were already doing, but much better and faster. We say to our members: 'What are our top priorities, what campaigns should we be focussing on? What are we doing right, what are we doing wrong?'

Researcher Indra de Lanerolle believes it is almost a prerequisite for success to understand that your technology will fail and that you have to build that eventuality into your project. Your job is to respond to the end user or end non-user so you should not blame technology or the inability of the user to respond to *your* technology as a constraint ('The tech doesn't work; South Africa is not ready, etc).

> It's not as if it's the right tech adapted to an actual need that real people have. Everyone in Silicon Valley assumes that their technology is broken and will not do what they want it to do: 'It won't work, but we'll have to learn a lot about how to make it work'. It is important to build failure into the process of getting things right and to make sure our technology is responsive to the needs of the end-user. The two things we need to get right are to build the right app and to build it for for the right people.

When Mxit[28] closed down and amandla lost 75 per cent of their membership, it made them realise that responding to their users, and awareness of the tools they are using – what Paul calls agility – is very important. The technology should be adapted to the user, not the other way around: 'If you have to train people to use your tech platform, then you're in a danger zone.'[29]

They also believe in helping to increase the technical capacity of civil society as a whole; their Awethu platform allows any organisation to set up and monitor its own campaign. The Hands Off Our Grants campaign, for example, combined amandla's ability to mass mobilise through mobile technology with the social grants expertise of Black Sash.

> We can work together to support endgame. Our aim is to get organisations to the centre of the triangle.

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28 Mxit was a free instant messaging application in South Africa that ran on over 8 000 devices, including feature phones, Android, BlackBerry, iPhone, iPad, Windows Phone and tablets. The company announced its closure in a statement on October 23, 2015. (Wikipedia)

29 MAVC website

The findings of the three case studies reveal questions that all civil society organisations are likely to have to answer at some time and should be incorporated into our learning strategies.

An investment in learning only works if you have a long-term commitment to improving what you are doing. One of the paradoxes with the projects and programmes we do is that they are seen as finite, whereas innovation and learning are cycles of practice and are continuous. You need to think about who will own the learning you have collected. Sophie McManus from OpenData illustrates this with an example from the work their organisation is doing in Durban:

> *We are working on a project about emergency services. Success doesn't mean that we succeed by carrying out the project. It means that the municipality is the owner of that piece of technology. At the end of the day, we will not play a role in rolling it out or managing it, but the municipality will. Who carries it forward should be decided in the beginning.*

Early on in their efforts to expose violations of the rights of farm workers the Southern Cape Land Committee encountered a common problem – increased surveillance of vulnerable people. At least two other grantee organisations – Black Sash and the South African HIV Clinicians Society reported similar occurrences.[30] The questions here are how to make information public without jeopardising the livelihoods of people and how to be consistently sensitive to the needs of the people you are serving.

The Bua Mzansi campaign made use of the knowledge of a civil-society collective and a strong base of information to build the impetus of their efforts to make the selection of a public protector truly public. Although they succeeded in making the process more transparent, in future they need to find a way to collect data that is truly representative and establish the best channels, in advance, for the data to be received by an audience that will take it seriously.

It is key for the voices we are representing to be heard where the 'levers of power' reside. For amandla. mobi finding ways to approach these people with data-driven thinking and a learning framework that can challenge that power and hold it to account will shape the way they work on future projects. Again, the collective – the sum of the voices of all the organisations that amandla empowers through their platform – is the power – *amandla* – that will bring change.

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30 Black Sash reported intimidation of victims of illegal deductions and the SA HIV Clinicians Society reported intimidation of clinic staff who reported stockouts of medicines during their Stop Stockouts campaign

Sam Mosikili, Qholaqhwe Advice Centre /Free State Housing Campaign, Anne Plaatjes-Hanase, SCLC, Lazaro Bamo, CAICC

Suzanne Johnson, Foundation for Professional Development


Paul Mason, amandla.mobi

FUTURE LEARNING
TO MAKE VOICES LOUDER

How can we strengthen our knowledge of the technology, the people and the processes?

Our learning strategy for 2017 is based on the input of grantee organisations framed as questions to match with new learning materials, networks and ideas. The case studies and various accounts of what grantees have experienced show that we need to adapt the way we work to the voices that need to be heard. Those voices are loudest when we pool our efforts and share what we have learnt.

Much of what you learn begins with something unique to your experience in the field; our job is to use those lessons to strengthen our collective work to challenge governance structures across South Africa.

We also need to be sensitive to unequal power relationships and pay particular attention to where and how technology might actually be increasing the gap between those who have access and those who do not.
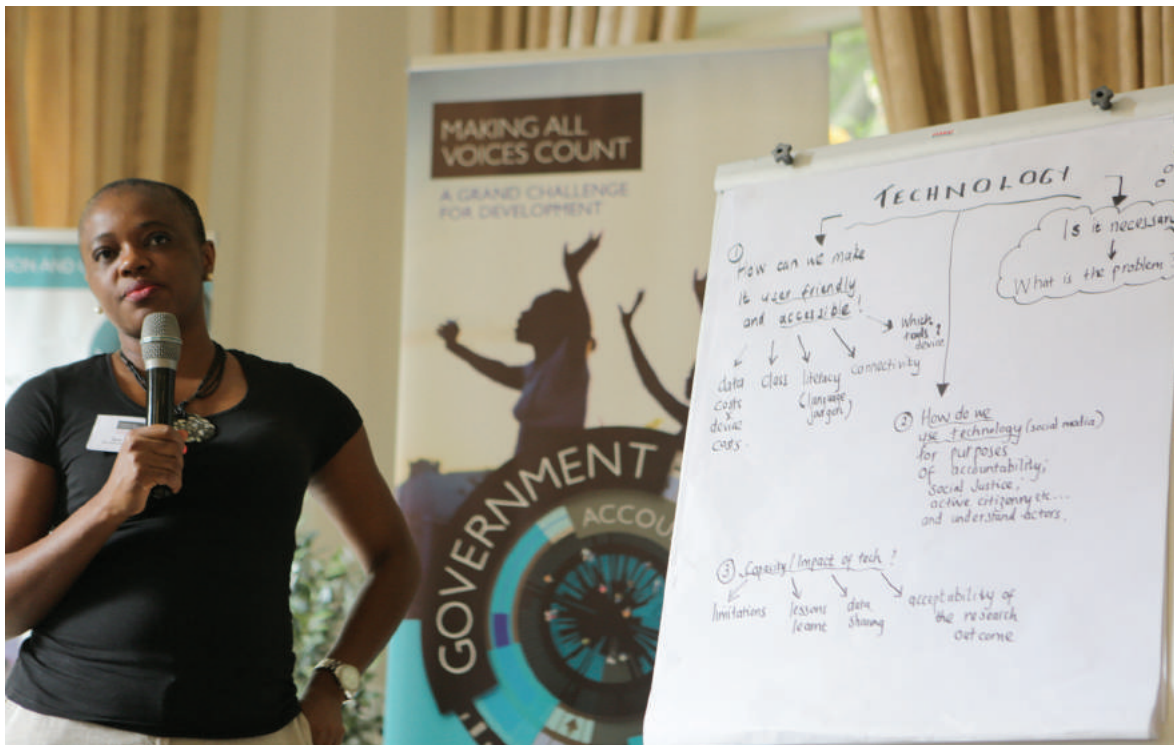
Sue Tafeni, Southern African HIV Clinicians Society

The technology

Many of our grantee organisations have made huge strides in understanding how technology can improve accountability. Some have explored ways of using existing applications like Facebook and WhatsApp that their users are familiar with and others have created new applications tailored to the particular needs of their users.

How can we make technology more user-friendly and accessible?

An enduring problem in the South African context is expensive data, which shuts many people out of access to information, and hampers freedom of expression and sustained debate on governance and accountability.[31] Most users are serviced on a pay-as-you-go basis by mobile providers and do not enjoy the benefits of bulk purchases of data or access to cheaper fixed-line connections. A smartphone device is also prohibitively expensive for the average South African. We need to campaign for cheaper data that is accessible to everyone, and affordable smartphone handsets.

The way we use language can also get in the way of what we are trying to communicate. Although English is widely used online, organisations who work in the accountability field should explore the possibility of using other South African languages. It is also important to try to avoid jargon and unnecessarily complex sentence construction.

Which tools work best?

Once you have decided on a specific technological path and a tool or tools that match the outcome you expect, you need to monitor the process to make sure that there is change, and whether or not it is the change you were hoping for. It helps to keep going back to what the problem is, to what you are trying to solve. Sometimes a tool is too complicated for the results you are looking for, or is difficult to use.

Other questions:

- How can we use interest in technology to build interest in activism?
- How do we get to know the actors and the people who make use of the technology? What works well for them and what does not?
- Are there limits to the impact a technology-based project can make?

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31   https://theconversation.com/internet-freedom-why-access-is-becoming-a-human-right-59125

How do we make sure our research is accepted?

The citizen-based monitoring (CBM) model used by some grantees allows civil society to gather and analyse information from the point of view of the user and take the evidence to government or into the public domain. According to Lynette Maart of Black Sash, the research you do may not always be accepted:

> *They question the method, the framework, sample population, a range of different issues to do with the research [...] you need to understand the politics of research.*

The conversation continues after the evidence has been collected; the diagram below shows that data collection is a small part of the cycle of community-based monitoring.
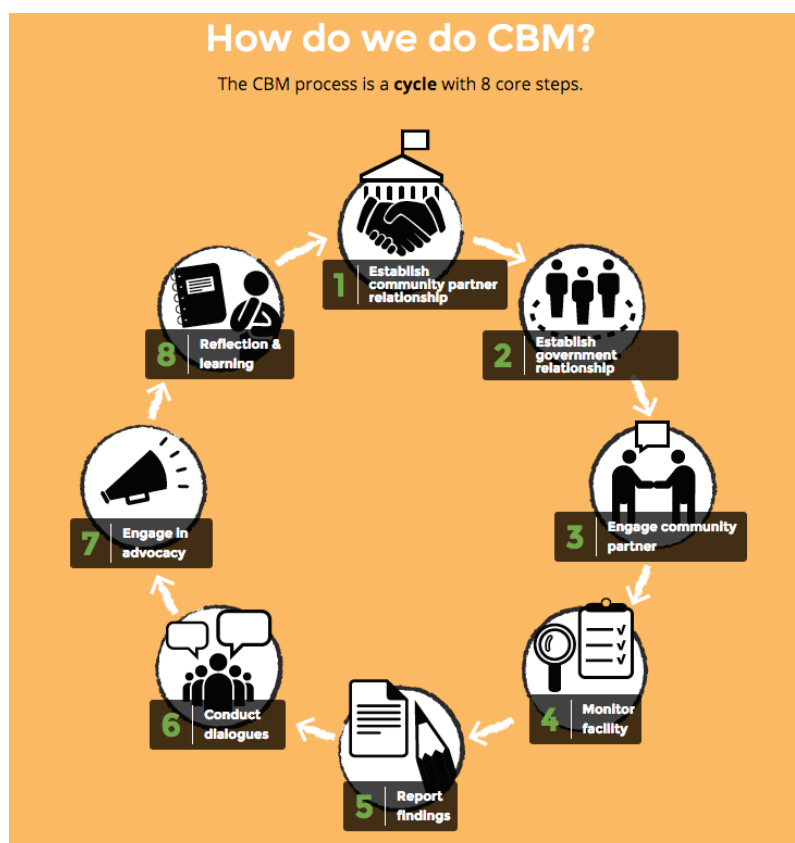
ABOVE: This diagram on the Code4SA website shows how community-based monitoring works.
Source: https://cbm.code4sa.org/learn-about-cbm

Is there a forum or archive where I can ask a question or get help with a problem?

For many NGOs entry into a technological approach is difficult. Some have to learn to develop their own tools over and over again.

> *The thing that struck us is that there is a technological solution to that. We could have a repository or forum where everyone in the room could say "Look, we're having this problem. Has anybody had it before?" Why does that not exist?[32]*

How do you make the look-and-feel and the technology appeal to an audience?

There may be specific technologies and interfaces that work better for engaging with specific users. Technology solutions are also focussed on building agency and supporting advocacy, but not on building the capacity of government institutions or their ability to access and engage with the information hubs and forums we are establishing. In some cases this may apply to our own skills as NGOs.

> *Perhaps we need to imagine our work on both sides of the coin.*

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32 Adam Oxford, group feedback, MAVC Community of Practice, 9 November, 2016.

Jerry Kole (Maokeng Advice Office/Free State Housing Campaign), Mirjam von Donk (Isandla Institute).

The people

Accountability problems are never limited to a single group of people. Although one group may be very directly affected there are always implications for the rest of society. For example, when the socioeconomic rights of one group of people are limited because they do not have access to land, it affects their ability to feed themselves or earn an income that will give them access to healthcare, transport and education. Understanding the people dimension means that we need to explore all the ways in which an accountability problem affects our society and create awareness among all people of how an accountability problem affects them too.

How do we match expectations with capacity and responsiveness?

Your organisation may be able to give the people you are helping a voice very quickly, but the responsiveness – what to do with that voice – sometimes lags behind because of a lack of capacity. We need to find ways to improve capacity, political will and advocacy.

Other questions:

- How do we determine or quantify the capacity of various groups of people before we initiate a project? Do we know our own capacity?
- How can we strengthen the capacity of civil society?
- How do you sustain the collective demand for a solution? Can a 'sensitive sentinel voice' be more informative and cost-effective?

How do we know who the actors are and what their expectations are?

We need to keep asking why we are doing this and who we are doing it for. Although we can isolate the correct group of users for our project, we also need to understand the different levels of civil society and its actors, different population groups and the expectations of each group.

Other questions:

- What are the agendas of the people we are working with and how do they perceive us as an organisation?
- How can we bring together groups who do not appear to have anything in common?
- What prevents ordinary people from taking action?
- How do we partner with groups who are already there and avoid the constant search for new partners?
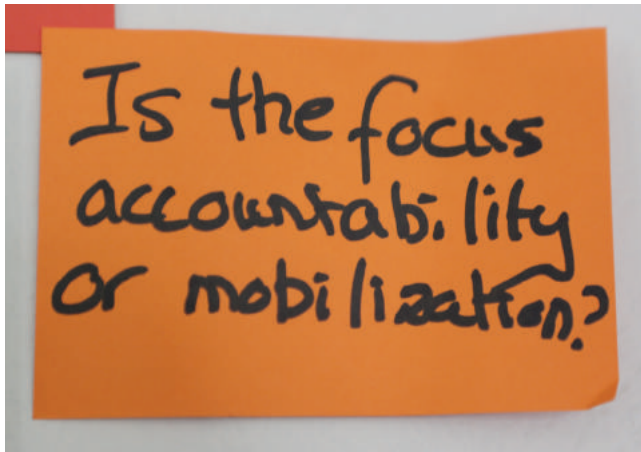
The process

Any shift towards better accountability and transparency is inextricably linked with the ability and will of those in power to respond to the people they govern. Although we may expect a negative response from government we need to explore possible partnerships.

What prevents government from responding?

What triggers government responsiveness and how can we use those triggers to improve positive government responsiveness? The triggers are unpredictable. You may expect a negative response and receive a positive one. Government may respond more efficiently at election time or during service-delivery protests. Focussing on the positive things government does may also improve responsiveness.

Why are we doing this?

We need to investigate the agendas of stakeholders and donors (civil society, private companies, technology companies, government etc.) in the social, political and technological processes of our projects so that we are mindful of how they affect the subject matter and approach. Intervention by a donor, for example, may influence the original project design. Is what we are doing *wiser action* – informed action for the greater good?

Other questions:

- How committed are we to working together? Perhaps we need to use the shift to open source (as opposed to proprietary software) in the tech world as an example of how to do this.
- How proprietary are our efforts? We are being driven towards collaboration. How committed are we?
- Are we committed to values like agility and to learning? What are the unique ways of working together?
- What can we learn from technology and what can technology learn from humanity?
- What makes me tremble? What do I fear about working differently? What would it take to work in new and unfamiliar ways?

Conclusion

The challenge to us all is to answer the question: 'So what kinds of things would help you answer that?' We need to share stories and evidence. A lot of people are doing things that are very similar to something that has already been done, but don't find out about that previous example. The problem with that is that we are not only reinventing the wheel, we keep reinventing flat tyres.

We also need frameworks to organise the evidence and add more evidence. Case studies may not tell you how this relates to you. There is quite a lot of work to be done. It's fine to say we need to learn, but actually learning needs quite a lot of structure. Unless we have a framework for collecting, storing and accessing evidence we might not be able to use that information to improve a tool or process. We need some basic models to facilitate exchange of ideas.

Participants and facilitators

Participant	About the organisation	MAVC Project	Email
Adam Oxford Organiser of Johannesburg Chapter of Hacks/Hackers	Hacks/Hackers facilitates collaboration between journalists, activists and technologists to explore new ways of data gathering, investigation and story-telling techniques.		adam@adamoxford.co.uk
Angela Conway Action Learning Researcher			angelaconway2015@gmail.com
Anne Plaatjies-Hanase Programmes Coordinator, Southern Cape Land Committee (SCLC)	For 30 years SCLC has been working to advance land and agrarian justice and transformation in South Africa. SCLC's current focus is on the labour, tenure and human rights of farm and forestry workers and dwellers; access to land and resources for small-scale/subsistence farmers/producers; and support and solidarity for communities resisting land 'developments' that threaten their homes, livelihoods, health and heritage.	The Advancing Farmworker Rights Through New Media project seeks to use social media platforms to amplify the voices of farmworkers and encourage improved responsiveness from government.	info@sclc.co.za
Caroline Khene Co-Director, Mobisam, Rhodes University	MobiSAM falls under the Department of Information Systems at Rhodes University. The expertise of the team is transdisciplinary; it consists of information systems, computer science, sociology, and journalism working in collaboration with government, citizens, civil society, and local media.	MobiSAM – Mobile Social Accountability Monitoring – uses innovative mobile technology to support social accountability monitoring at local government level. Project activities include building government and citizen responsiveness and capacity, stakeholder engagement, and iterative and incremental technology development.	c.khene@ru.ac.za
Cynthia Sono Project Officer, Hivos South Africa	Hivos SA is a grant maker that prioritises small grants and work with vulnerable groups.		chasono@gmail.com
Debby Byrne Hivos – Making All Voices Count	MAVC is a four-year programme implemented by Hivos, Ushahidi and the Institute for Development Studies (IDS) at the University of Sussex. Its aim is to harness the power of innovation and technology to make governments more effective, responsive and accountable.		dbyrne@hivos.com
Ghalib Galant Western Cape Coordinator, Right2Know	The R2K Campaign advocates for access to information and related constitutional rights as an essential lever to promote and protect other rights. The campaign also seeks to strengthen the ability of local communities to advocate on their own behalf.		ghalib.r2k@gmail.com
Indra de Lanerolle Head, Network Society Lab, University of Witwatersrand, Johannesburg	The Network Society research Lab investigates the development and the role of the Internet and digital technologies in Africa. It conducts primary research such as surveys and also supports and collaborates with innovators to improve outcomes based on evidence.	Indra is a member of the MAVC Research Outreach Team led by the Institute of Development Studies, University of Sussex. His MAVC supported research includes: Alidade.tech – an interactive platform for choosing appropriate technologies based on research in Kenya and South Africa; a study of low income mobile phone users and a study of the demand for open data.	Indra.delanerolle@wits.ac.za
Jerry Kole Coordinator, Maokeng Advice Office	Jerry Kole attended the CoP as a partner organisation of the Free State Housing Campaign which involves Community Advice Offices in the Free State Province that provide paralegal, education and mobilisation support on human rights.	The Free State Housing Campaign is a Participatory Action Research Learning based approach to identifying the cause of poor housing conditions and support communities to come up with strategies to address those problems and to use technology as a tool, to hold the authorities accountable on housing issues in the Free State.	maokengadvice.resourcecentre@gmail.com
Kavisha Pillay Project Manager, Corruption Watch	CWs mandate is to highlight the scourge of corruption in South Africa through public mobilisation campaigns, research, investigations, and litigation and policy advocacy	Bua Mzansi (Speak up South Africa) focussed on the appointment of the new public protector. The project aimed to increase public participation and transparency in legislative processes through traditional mobilising methods and new media technologies.	Kavishap@corruptionwatch.org.za
Kudzai Veremu Project Officer, Eastern Cape NGO Coalition (ECNGOC)	The ECNGOC was established in1994. It is an umbrella body that represents more than 850 Eastern Cape NGOs with the aim of creating a vibrant civil society.	The MAVC project hinged on a digital innovation known as 'a streetwise collaborator'. The key goals of the project are to strengthen meaningful public participation between the state (local government) and citizens, working with two municipalities using the Asset Based Community Development (ABCD) model.	Kudzai@ecngoc.co.za
Lazaro Bamo Coordinator, CAICC [Mozambique]	The main activities of the CAICC include a helpdesk service, management of a website and communication channels through social networks, production and dissemination of contents of the area of governance (online and offline), and training of local partners through courses, Workshops, job training and follow-up visits. In addition, the CAICC promotes exchanges between the network centers, annual radio program competitions and carries out networking activities at the regional and international levels.	Facilitate civic participation and the right to information at local (district) level through a network of community radio stations and multimedia centres; increase use of technology given the increasing availability of smart phones and more bandwidth at district level; encourage video as a medium for people to express themselves freely and realise the Right to Information Law for citizens at local level; and overcome resistance by information-holders.	bamo@uem.mz
Levison Kabwato Regional Advocacy Officer, Open Democracy Advice Centre	ODAC promotes open and transparent democracy; aiming to foster a culture of corporate and government accountability; and assists people in South Africa and other parts of Africa to realise their human rights.	Mobilise the broader spectrum of South African civil society in the Open Government Partnership (OGP); work with key civil society partners to push for implementation of the project and bring in fresh voices in the discourse on OGP	levison@odac.org.za

Participant	About the organisation	MAVC Project	Email
Lindsay Breytenbach Head of Impact, Livity Africa **Natalie Noels** Project Manager, Livity Africa	Livity Africa exists to work with young people and for young people; to harness and accelerate their ability to create their own sustainable livelihoods – with a voice, a living and freedom to be their best selves.	Project Demo is a youth-powered creative democracy platform that uses the power of youth voices, accessible technology and creative campaign tactics to drive youth activism in both formal democratic spaces and alternative democratic spaces, building momentum around key youth issues for strengthened responsiveness to youth issues by government institutions and decision-makers.	lindsay@livityafrica.com natalie.noels@livityafrica.com
Lion Summerbell Data Analyst and Technologist, Code4South Africa	Promote informed decision-making through civic technology and activism.	Code4South Africa is MAVC's tech hub. It supports the transparency and accountability work of Black Sash, the National Treasury, the Department of Performance Monitoring and Evaluation and others.	lion@smmbll.com
Luke Jordan Executive Director, Grassroot	Grassroot is a set of simple, purpose-built tools for community organisers and movements in low-income areas with limited digital resources. The tools enable people to call meetings, take votes, record decisions, and recruit others. They work on any phone over any connection.	Grassroot's project is to design, deploy and iterate a set of purpose-built tools for mobile phones that make it easier, simpler and more effective for marginalised communities to self-organise, partner with government, and take common action.	contact@grassroot.org.za
Lynette Maart Director, Black Sash **Deena Bosch** Project Manager, Community Based Monitoring, Black Sash	Black Sash supports the implementation of socio-economic rights and demands open, transparent and accountable governance from the state, corporates and civil society. It promotes an active civic engagement by all residing in South Africa and made possible by a strong and vibrant civil society. In its work it emphasises social security and social protection for the most vulnerable, particularly women and children.	Black Sash is scaling the Citizen Based Monitoring model for better integration into the South African Social Security Agency (SASSA) Performance Monitoring framework. This is the next step in completing the feedback loop that aims to enhance service delivery at SASSA facilities. Monitors of community organisations work with Black Sash and SASSA officials, using evidence gathered from surveys administered to service users and frontline staff at 20 sites in the Western Cape, to strengthen the work of Joint Monitoring Committees. CBOs host and facilitate dialogues with community stakeholders, service users and government facility management and staff. The dialogues provide the opportunity to develop and publicly adopt improvement plans at each site.	lynette@blacksash.org.za deena@blacksash.org.za
Michael Bendle Director, Project for Conflict Resolution & Development (PCRD)	One of the reasons that PCRD was formed in 1995, was the need for developing initiatives in the area of Safer Schools and Peace Education These interventions focus on building peaceful schools, as well as assist schools develop Safe School Policies and Safer School Action plans.	The TalkSafety App will enable data of incidents of violence and vandalism committed at schools to be collected far more quickly. The goal is to enable schools, education districts and civil society to develop effective intervention strategies to improve school safety based on empirical data. The question the project is seeking to address is: if District Education Offices and Schools are capacitated to report and interpret statistics on vandalism and crime will they be able to develop effective safer school strategies to reduce the levels of vandalism and violence and schools?	michael@pcrd.org.za
Miriam Waltz Researcher, The Sustainable Livelihoods Foundation	Our mission is to enhance possibilities for the realisation of human potential in the emergent city. Our vision is a future of inclusive, thriving urban communities. We aim to undertake path-breaking, state of the art, pragmatic research into the constraints and obstacles to human development and making this knowledge accessible to a wider audience, through simplification and audio and visual communication.	The project supported by MAVC looks at the conditions that are necessary for participatory knowledge processes to use technology effectively to increase government responsiveness and the different contributions (if any) from technology-enabled approaches to fostering citizen engagement and shifting the perspectives of government actors at different levels, through four case studies in the areas of the informal economy, health participation, social-ecological regeneration and gender-based violence.	miriam@livelihoods.org.za
Mirjam van Donk Isandla Institute	Isandla Institute, an urban think-tank, hosts the Secretariat of the Good Governance Learning Network (GGLN), a national network of NGOs concerned with participatory local democracy and development. Its objective is to create a strong civil society network that harnesses and builds collective expertise of its members to contribute meaningfully to a system of participatory, developmental local government in South Africa. The GGLN engages in peer learning, knowledge production and advocacy.		mirjam@isandla.org.za
Nkosikhulule Nyembezi Researcher, Democratic Governance and Rights Unit (DGRU), University of Cape Town	DGRU is an applied research unit primarily concerned with the relationship between rights and governance. Its work focuses on the intersection between public administration, with the challenge of public accountability, on the one hand, and the realisation of constitutionally enshrined human rights on the other.	The DGRU's MAVC project uses access to legal information as a tool for strengthening access to justice. It is focused on supporting a commitment made in South Africa's 3rd Open Government Partnership (OGP) Country Action Plan. We seek to strengthen the capacity of Community Advice Offices to provide efficient justice services by ensuring they have adequate access to legal information. We also aim to improve understanding of South Africa's OGP process by researching how government coordinates itself and engages with civil society under the OGP.	nkosikhulule.nyembezi@uct.ac.za
Nontando Ngamlama Executive Director, Afesis Corplan **Sibulele Poswayo** Afesis Corplan	Afesis Corplan are pioneers in deepening participatory democracy and good local governance, community development and alternative settlement development approaches since 1992.		nontando@afesis.org.za sibulele@afesis.org.za

Participant	About the organisation	MAVC Project	Email
Paul Kariuki Democracy Development Programme	Active Citizenship, Good Governance and Human Rights Promotion		paulk@ddp.org.za
Paul Mason Operations Coordinator, amandla.mobi	amandla.mobi is an independent, community advocacy organisation that seeks to build a more just and people-powered Mzansi. To do this we're working to turn every cell phone into a democracy building tool so that no matter where you live; what language you speak or what issue you care about, you can take action with others.	Amandla.mobi aims to amplify the voices of black women from low-income communities to identify issues, design campaigns and then reach and influence decision makers on policies, practices and budgets to ensure pro-poor outcomes. The project supported by MAVC monitors responsiveness of government and the implementation of commitments.	paul@amandla.mobi
Pramod Mohanlal Managing Director, Yowzit Software (Pty) Ltd. **Kekeletso Molebatsi** Project Manager, Yowzit Software (Pty) Ltd.	Yowzit is an internet and mobile platform where citizens and governments collaborate to improve the quality of service delivery. Yowzit provides citizens with a way of sharing real experiences about products and services, via their computer, tablets and mobile apps. Yowzit is propelled by three simple but compelling ideas: people's opinions count, people want to participate and people are problem solvers	MAVC supports the use of Yowzit's platform by government and citizens to achieve concrete outcomes. The premise of our scaling project is that the more public officials and citizens see the tangible results of tech-enabled collaborative engagement, the more likely they will be to adopt technology as a preferred method for achieving desired outcomes. We are enhancing the 'peer-to-peer model' of ratings and reviews to greater interaction by government and people and where citizen-government dialogue leads to better service delivery and, ultimately, improved quality of life.	Pramod@yowzit.com Keke@yowzit.com
Sam Mosikili Managing Director, Qholaqhwe Advice Office	The advice office mission is effective promotion, protection and implementation of human rights through empowerment, capacity building programmes, campaign and crisis intervention to all vulnerable community members. It aims to by empowering all victims of abuses and support people living with HIV/AIDS and marginalised workers. We provide legal and social assistance to individual and key population through our paralegal services workshop, outreach campaigns, dialogues and one on one interviews, referrals and follow up on the identified problems.	Qholaqhwe Advice Office is the group lead of 20 Community Advice Offices in the Free State Housing Campaign. The Campaign is taking a Participatory Action Research Learning approach to identify the causes of Poor Housing Conditions and to support communities to come up with strategies to address those problems and to use technology as a tool, to hold the authorities accountable on housing issues in the Free State Province.	mosikili@telkomsa.net
Simba Mutambanengwe Programmes Assistant, Citizen Justice Network, University of Witwatersrand, Johannesburg.	We build journalism capacity for paralegals working in advice centres, helping them to develop stories on social justice issues in under-reported areas. We provide technology, editorial guidance and connect them with local community radio stations so they can broadcast their stories in African languages. We then bridge this rural journalism with the mainstream media and bring these untold stories to a wider public through podcasts, national radio stations and websites.	Our goal is to train community paralegals to be radio journalists and to guide them to produce informative broadcasts and stories for local radio. We then interrogate our data for issues that are missing from mainstream media before engaging national journalists to investigate. We then connect people with pro-bono lawyers and attempt to involve government to bring about change with regards to social justice issues.	samutambanengwe@ gmail.com
Sophie McManus Inclusive Cities Fellow, Open Data Durban	Open Data Durban is a civic technology lab that implements and advocates for open data, open government, and civic technology through projects, events, workshops, and data-quests. We work with civic technology partners such as Code for South Africa and Code for Africa, as well as local partners and stakeholders such as the eThekwini Municipality and Urban Earth.		sophie@opendata.durban
Sue Tafeni Project Manager, Southern African HIV Clinicians Society (SAHIVSOC)	To strengthen and support quality comprehensive, evidence-based HIV healthcare in Southern Africa; partnering with government, private sector and civil society to implement optimal HIV programmes and policies.	MSF, the RHAP, RuDASA, SA HIV Clinician's Society, SECTION27 and the Treatment Action Campaign have launched a national Stop Stock Outs Project to assist the thousands of health care users whose lives remain threatened by the chronic plague of essential medication stock outs. The MAVC support ensures citizen voices and participation in monitoring essential medicine stock outs, in reporting these and escalating until resolution. This is achieved through community mobilisation and education; community training; training of HCWs; creative use of technology for reporting and tracking; community engagement and empowerment.	susan@stockouts.org
Suzanne Johnson Head of Cluster: Technical Assistance, Foundation for Professional Development	Foundation for Professional Development (FPD) is a South African Private Institution of Higher Education established in October 1997 by the South African Medical Association. FPD strives to achieve excellence in the three dimensions of education, namely Education and Development, Research and Community Engagement.	Thuthuzela Voices Project offers victims of rape the support to rate the services that they receive anonomously at state centres that provide one stop services of healthcare, police and national prosecuting authority.	SuzanneJ@foundation. co.za
Tamara Braam Managing Partner Independent consultant providing technical support to MAVC grantees on Monitoring, Evaluation and Learning Plans	TBA is a strategic management and development consultancy that has worked with its range of clients in customised ways that maximise the potential of individuals and organisations to be optimally effective in their responses to a range of social justice issues that they are engaging with.		tambraam@gmail.com

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