



Leveraging partnerships to amplify effectiveness in service delivery: Experiences from Civil Society Organisations in Uganda

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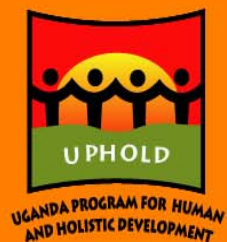




Background-I

- GoU-USAID five-year bilateral project (Oct. 2002-Sept 2007)
- 34 districts currently, covering 42% Uganda's population (~ 11.4m people)
- Aims to increase utilization, quality and sustainability of services in **Education, Health** and **HIV/AIDS** through an integrated approach
- UPHOLD supports competitive grants to CSOs to leverage effectiveness in achieving quality services in the 34-supported districts

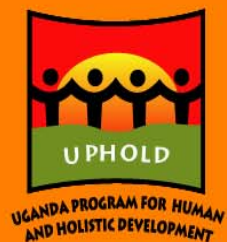




Background-II

- Eligible CSOs were:
 - private sector, covering private-for-profit and private-not-for-profit organizations including CSOs, Faith-Based Organizations (FBOs)
 - Community-Based Organizations (CBOs).
- There was special consideration for the CSOs with plans for partnership in implementation of planned activities.





Partnership assumptions

- Partnerships would leverage different skills and expertise required to provide effective and efficient services to the target population.
- CSO partnership would tap on the comparative advantages of each other to reach more target beneficiaries and geographical areas

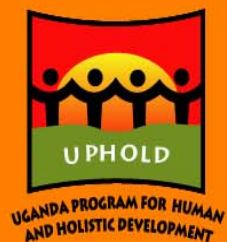




Theoretical overview - I

- Central in the definition of partnerships are characteristics of mutuality
 - Mutual agreement: shared understanding, division of labor based on comparative advantages of partners
 - Mutual influence: careful balance between synergy and respective autonomy, respect, equal participation in decision-making, mutual accountability and transparency *(Brinkerhoff, 2002)*
 - Mutual benefit: open negotiations and binding outcomes (www.peg.org.uk 2000)



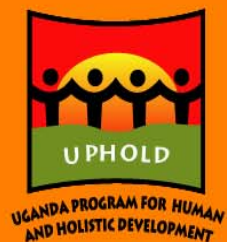


Theoretical overview-II

Partnerships based on the premise that most actors in service delivery are not self sufficient due to limited resources and technical expertise

(Sansom, G. 2003, Manor, J .2002, Andonova, B. 2002, Dowdeswell, B. 2004)

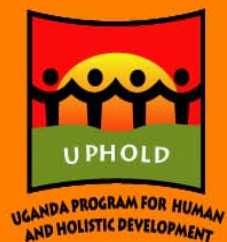




Objectives

- Analyze the nature of existing partnerships
- Analyze and document processes and mechanisms used to establish the partnerships
- Identify the strengths, weaknesses and challenges of partnerships
- Compare performance of CSOs in partnerships to those not in partnerships
- Identify conditions under which partnerships can succeed or fail

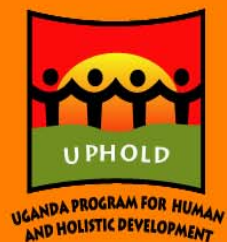




Methodology - I

- Combined quantitative and qualitative data collection methods:
 - Semi-structured questionnaire
 - Key informant interview guides
 - Documents guide
- Triangulated findings

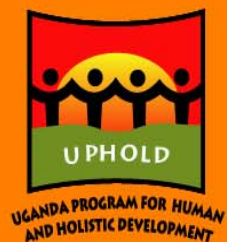




Methodology - II

- **Study sample**
 - A total of 67 CSOs, Lead (40) and partner CSOs (27)
- **Respondents**
 - UPHOLD staff at central and regional offices
 - Managers of Lead CSOs and one of its implementing CSO partners
 - District Focal Point Persons for UPHOLD activities

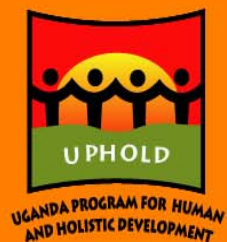




Performance assessment criteria

- Analysis limited to 1st year of implementation
- Achievements as per first 2 numerical objectives in work plans
 - Scored as a proportion of expected
 - 80% was deemed as satisfactory
 - <80% was deemed as unsatisfactory



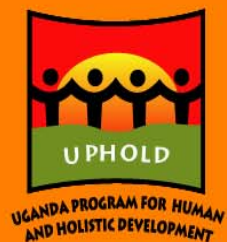


Results: CSOs in Partnership

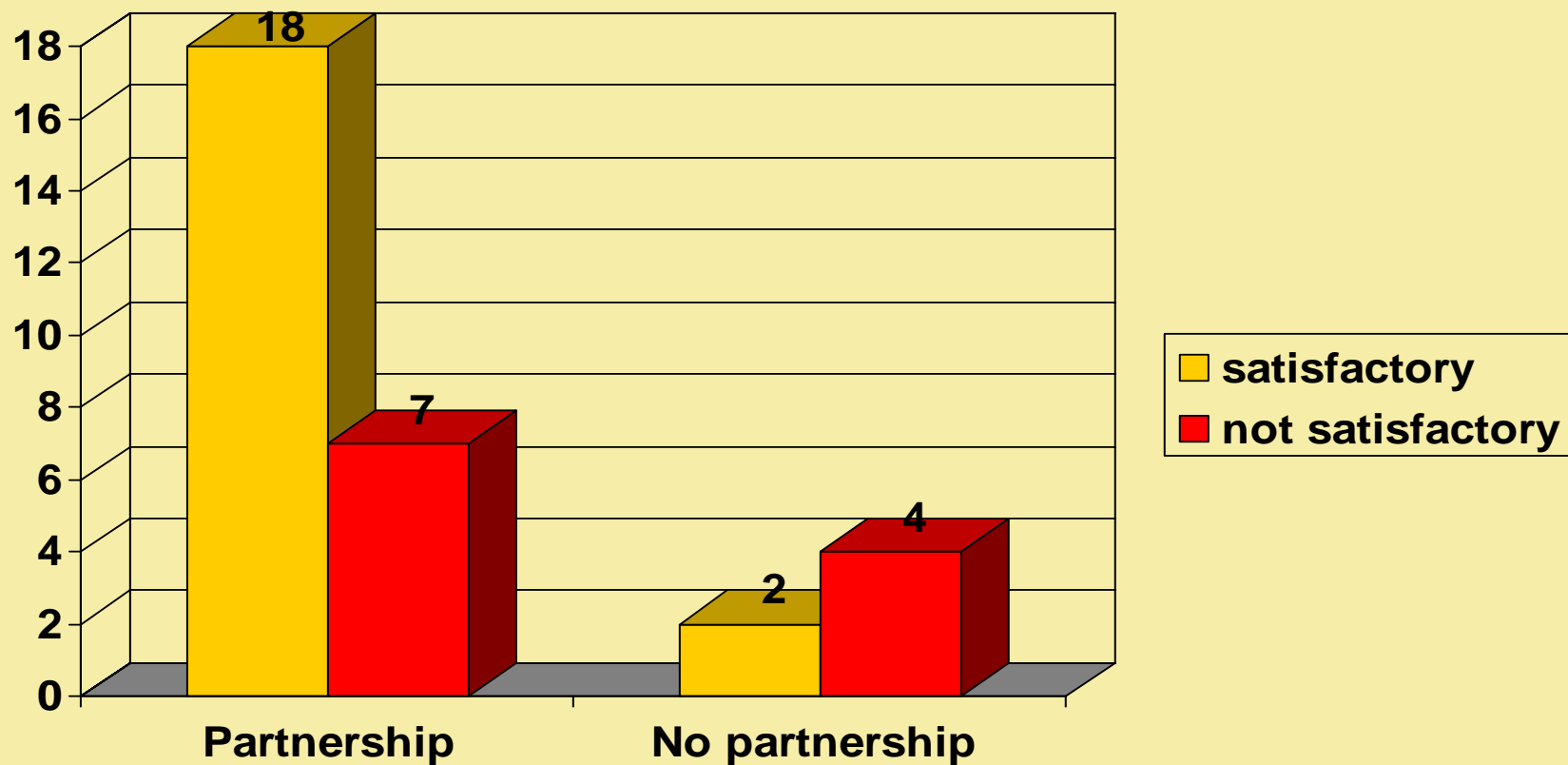
Of the 40 CSOs studied:

- 31 (78%) were in partnership
- 9 (22%) of the CSOs were not in partnership



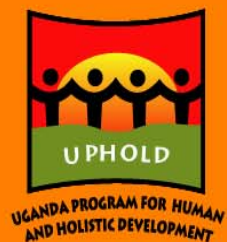


Partnerships and performance



(P-value 0.075 at 10% level of confidence)

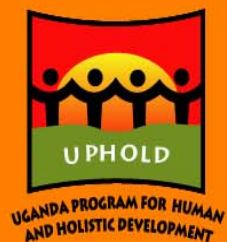




Which partnerships succeeded?

- Those bound:
 - by trust
 - transparency
 - history of having working together
- Those who saw complementarity/value in working together

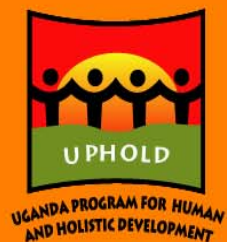




Conflict resolution among partners

- Some CSOs had partnership problems
 - Of the 27 lead CSO grantees interviewed, 14 reported conflicts
 - 12 (86%) resolved them

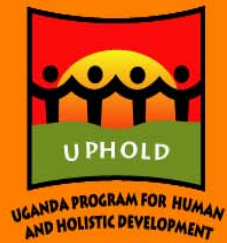




Why some partnerships failed

- Partnership as a pre-condition in some cases led to wrong choices of partners
- Mistrust between the partners led to CSO conflicts
- Lack of transparency in utilization of grant funds and power struggles

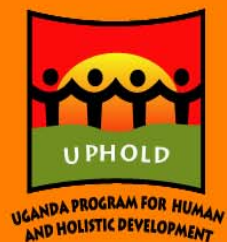




Conclusions

- Partnerships are likely to achieve better results in service delivery
- Partnership succeed if they have the natural desire to work together
- Complementarily of the activities being implemented by each partner enhances partnership effectiveness

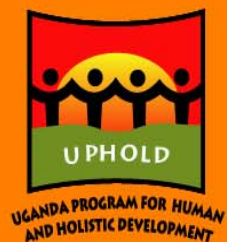




Recommendations

- Partnerships should be encouraged between CSOs that had a history of working together.
- Conflict resolution mechanisms adopted and should include among other things, open dialogue and regular joint planning meetings
- The decision of partnering should be the discretion of the grantee applicants.





Acknowledgements

- Partner CSOs
- District Local Governments
- USAID

