

National Alliance on Disaster Risk Reduction

“Creating Partnerships: Transforming Relationships, Democratising Governance”

The Challenge of Breaking Cliches and Breathing New Life!!

Learning from a few lessons in Governance Reform

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Partnerships in DRR.. Who, what, how?

- Who are the different players in DRR?
- Community-PRIs-Industry-Government...
- 3 dimensions of Partnerships
 - 1. CONTEXT RESPONSIVE
 - 2. CONTEXT SHAPING
 - 3. CONTEXT TRANSFORMING

How do we DEMOCRATISE GOVERNANCE
in the context of DRR?

Learning from an Experience ...

- ***In 2004, faced with a major water crisis, the Tamil Nadu Water Board initiated a major exercise of institutional transformation and change management covering all sections of engineers in an effort to bring about the following:***
- ***ATTITUDINAL TRANSFORMATION***
 - Amongst individuals – covering the manner in which individuals perceive their own roles and functions and nature of relationship between themselves, the Water Board and the community at large.
 - Within the organisation – encompassing the manner in which the organisation relates to the ordinary citizen who is now being addressed as a ‘consumer’ of the services offered by the Board, with the privilege of rejecting the services of the Board in favour of other private players.
 - Amongst key stakeholders – the larger change effort will also have to include changes in the way other stakeholders and the community at large also perceives the relevance and importance of the Board and the services it offers.

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- *PERPECTIVE SHIFTS*

- Recognising that the thrust of all service delivery institutions, and in particular in the water supply sector, should be for '***reaching for the unreached***' in a manner ***ensuring equity*** and based on ***norms of social justice***.
- **Shift from access to service delivery -**
- **Shift from providers to partners -**
- **Shift to sustainability enhancement approach** – Apart from exploring issues of efficiency and effectiveness to ensure the sustainability of water system involving issues of conservation and scientific, rational and appropriate use of water.
 - The sustainability approach would have to be rooted in a holistic, integrated and multi-dimensional perspective on changes in the water sector.

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Institutional Reorientation

- Encompassing issues of the organisation's working culture, values, work styles and other parameters impacting the functioning of the entire organisation.

All the three ... Attitudinal Transformation,
Perspective Change and Institutional
Reorientation was to be located amongst

People, Systems, Culture and Practice

The Foundational Blocks

- Breaking Barriers – Introducing the *Koodam*
- Collective Search
- Seeking Sustainability

The thrust was to

Reach the Unreached

Ensure Equity

Principle was social justice.

Democratic Management, Equality, Justice and Social Participation

Perspectives on Good Governance

1. *Governance is a TWO WAY PROCESS involving state institutions and civil society.*
2. *Governance is not just about procedures and practices but also about ATTITUDES, SENSITIVITIES AND SENSIBILITIES.*

***In short, good governance is about
DEMOCRACY WITH DIGNITY.***

Perspectives on Water and Good Governance (Contd..)

3. *Governance is not inherited but LEARNNT.*
4. *Governance encompasses the state but also TRANSCENDS the state.*

***In short, good governance is about
DEMOCRACY WITH DIGNITY.***

Obstacles to Democratisation

1. *Individual / Group*

Resistance to change.

Reluctance to share power

Entrenched habits and inter-relationships.

2. *Organisational*

Bureaucratic systems and practices.

Weak accountability and incentive systems

Lack of internal anchor(s).

Supply side focus.

3. *External*

Vested interests feeling threatened.

Lack of demand and information.

Hesitation to explore new governance paradigms.

Role Played by TWAD Engineers

Inducing Change amongst other key stake holders including Panchayat Presidents, VWSC members, women and Dalit leaders and other key players.

Motivating the stake holders to play a leadership rather than partisan role.

Motivating water conservation practices and ensure participation of all sections.

Encouraging Citizens' groups to assume leadership roles in water conservation and democratic functioning.

Impact

Creation of Partnerships

Valuing Local, Traditional Knowledge

Managing Equitable Supply

Water Engineers becoming Conflict

Managers using Co-operation as Model
and Mediation as Philosophy

Change in the Community

Lessons about Challenges

- Existence of political factions within the same village.
- Leadership rivalry amongst elite sections in the village on caste / community lines.
- Local dispute resulting in social division
- Weak and indecisive VP President
- Free schemes in surrounding villages

The Shifts that are required!!

- Shift from passive to critical and constructive participation
- Shift to reexamination of the meaning of people's participation
- Shift from conceptual understanding to learning by doing.

- Shift to greater clarity of expanding roles
- Shift to a growing need to systematize work
- Shift from compartmentalization to build interrelatedness – amongst technical people, citizens, stake holders groups..
- Shift in growing experience of personal power and purposefulness in collective action
- Shift to a improving sense of responsibility
- Shift to a greater revitalization of idealism

In DRR Context, a new experiment has been initiated in Nagapattinam District –

Democratisation of District Administration – Towards Equity and Human Rights in Nagapattinam District