

Africal Leadership Institute and Uganda Management Institute Short Course



MODULE: PARTNERSHIP IN CONSTITUENCY LEADERSHIP

Module Leader: Dr. Alfred Kenneth Kiiza

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Uganda Management Institute
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1. Introduction

World over governments and Civil Society Organizations (CSO's) are in partnership involving citizen and community members in projects as a form of civic engagement. This is in recognition that partnerships can create opportunities for collective action to address problems that cannot be easily solved by a single organization, group or individual (Laws, 2020:2). However, attaining deeper engagement through partnership requires decision makers and politicians to share decision making powers with their community partners (Pratt, Seshadri and Srinivas; 2020:1). In the Context of Uganda, partnerships are recognized in the National Development Plan (NDP 111, 2020/2021/ 2024/2025) as critical for its implementation; and through Community mobilization and Mindset change activities it enhances the embracement of national values and effectively participate in sustainable development in the country (pp: xxiv). Partnership engagement are designed to deliver services that responds to citizens needs justifying the claim that there is a correlation between active community engagement and good government (Pattie, Seyd and Whiteley, 2003:442).

2. Module Justification

The partnership engagements between and among politicians, citizens and other actors in the development process is inevitable given its utility in enhancing quality decisions, effective policy conceptualization and design, and strategic planning (Amey, 2010:20). Partnerships in the Ugandan context aims to increase efficiency and effectiveness in the implementation of plans (NDP 111, 2020/2021/ 2024/2025: xxv). On a general note, partnership processes with politicians do raise people's interest in politics and makes them more active citizens especially when they know that asking voters for their support pays electoral dividends (Pattie et al., 2003:466). Undertaking this module shall enhance the inclusion of citizen's voice in constituency decision making processes in respect to: problem identification, priority setting, conceptualization/ design of projects and programs that speak to their needs, strengthen coordination and cooperation, and demand for feedback from their constituency representatives at various levels. The module is timely because community engagement presents an opportunity for collective learning as part of honest, respectful interaction among formal authorities and diverse constituents (Schoch-Spana

et al., 2007:4). In addition, the conduct of Partnership training for constituency representatives shall address the looming crisis of democratic accountability that citizens demand but not forthcoming..

3. Module Aim

To enhance participants' knowledge, skill and attitude to engage Partnership principles in constituency leadership and Management.

4. Module Learning Outcomes

At the end of the module, participants should be able to:

- i. Discuss the meaning and importance of Civic engagement
- ii. Explain the meaning, ingredients and rationale for Partnership and Collaboration
- iii. Apply the skills and competences for effective partnership and collaboration
- iv. Engage other stakeholders in Constituency Management

5. Module Content

Day One: Conceptualization of Civic Engagement, Partnership and Collaboration

- Civic Engagement
 - Meaning of Civic engagement (Schoch-Spana, Franco, Nuzzo, and Usenza, 2007:8)
 - Principles that guide Civic Engagement
 - Benefits of Civic Engagement
 - Strategies for Civic Engagement
 - Challenges of Civic Engagement.
- Conceptualization of Partnership and Collaboration.
 - Partnership and collaboration defined
 - Partnership and Collaboration Principles
 - Benefits of Partnerships and Collaboration
 - Challenges of Partnerships and Collaboration

Day Two: Partnership and Collaboration in Practice

- Characteristics of effective Partnership:
 - Reciprocity, trust, honesty, good communication (Bringle, Clyton, and Price, 2009:3) and
 - Common vision, shared commitment, and partners that bring together complementary skills and resources to attack a problem (Buse and Tanaka, 2011:4)
- Ingredients of Partnership and Collaboration:
 - Frequency of interaction,
 - Diversity of activities that are the basis of the interactions, and
 - Strength of influence on the other person's behaviour, decisions, plans, and goals (Bringle et al., 2009:4)

Day Three- Partnership Leadership Capacity

- Meaning of Partnership leadership capacity
 - Why leadership capacity is needed
 - Parties in Partnership Leadership capacity building
- Leading Partnerships: Competencies for Collaboration / Skills in leading partnership and collaboration (Amey, 2010).
 - Communication,
 - Organizational analysis,
 - Group facilitation skills,
 - Negotiation skills
 - Monitoring the partnership etc.
- Miller (2008), eight characteristics of leadership competence cited in Zukerman (2020:77-78) viz:
 - Social Contact
 - Trust
 - Interpersonal Skills
 - Mobilize diverse Partners

- Collect and disseminate information
- Understand and appreciate Complexity.
- Mobilize groups around a common cause:
- Flexibility and autonomy

Day Four: Partnership and Collaboration in Constituency Management

- Why partnership in Constituency management (Goldman & Schmalz, 2008:5)
- Key conditions for successful Partnerships
- Strategies for effective constituency Partnerships and Collaborations
- Roles of community leaders and public managers in realizing collaboration and partnership in Constituency Development (Munro et al., 2008:62; Lasker, Weiss and Miller, 2001)
- Partnership Outcomes / benefits associated with Partnerships and Collaboration (Lasker, Weiss, & Miller (2001 :184-187)
 - Synergy is manifested in the thinking and actions
 - Creativity- potential to break new ground, challenge accepted wisdom, and discover innovative solutions to problems
 - Comprehensive thinking
 - Generate new and better ways of thinking and knowledge in handling issues (Richardson and Allegrante, 2000)
- Gain Leader attain from Partnership with Community (Schoch-Spana et al.,2007:14-17).
 - Greater ability to govern and maintain Trust
 - Commanding greater public confidence in their decisions,
 - Exercising better judgments
 - Community engagement equips leaders to face the complex and ever-shifting realities of an extreme event
 - Inclusive planning that involves citizen in problem identification and priority setting- better emergency plans are developed when need arises

- More effective and efficient, and rapid citizen's response in situations of emergencies hence relieving the burdens on government
- Leaders learn from citizen's wisdom
- It commits the leadership to community engagement/partnership
- Challenges with partnership and collaboration process

Day Five: Leadership Techniques/ approaches to Catalyse Community Structures

- Citizen Involvement in Pressing Public Matters (Schoch-Spana et al., 2007:13-14)
- Communication strategy: Design and operate a communication strategy to deliver official information to the citizens in a one-way fashion
- Consultation: Interaction through solicit opinions using: surveys, polls, focus groups, and advisory panels
- Community Engagement-Involves a two-way flow of information between authorities and community residents, where dialogue helps foster better understanding of a complex issue on all sides, and where the goal is to work together to conceive and implement a policy solution.
- Strategies for effective successful partnership and collaborations.
- Practical implications for being in partnership with citizens (Amey, 2010:22).

Key principles and actions that facilitates leader's success with Community Engagement (*Schoch-Spana et al.,2007:18*)

- Institutional commitment to community engagement
- Use enduring community engagement structure
- Get Input from vocal and reticent/ quiet communities

Teaching and Learning Methods

- Interactive lectures
- Case studies
- Group work

6. Assessment Strategies

There shall be NO assessment because the module is intended to raise awareness and conscientise the learners as a strategy to improve relationship among and with all political actors in the constituency.

7. Facilitators

- i. Dr. Kiiza Kenneth Alfred
- ii. Dr. Andama Felix Adibur'u
- iii. Dr. Beinebyabo Adrian
- iv. Dr. Galukandde Kiganda Micheal
- v. Dr. Lubwama Aida

8. Reading List

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