



Access of Rural People living in Poverty to Local and National Policy Processes

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Why accessing and influencing policy processes is important?

- **Policies can have huge impacts on people's livelihoods**
 - orient, limit or expand choices
 - empowering or disempowering effect
- **Broad-based stakeholder participation generates sustainable and equitable policy outcomes**
 - environmentally, socially and economically

Common approaches and instruments of influence

- Advocacy
- Agency
- Process Facilitation & Mediation
- Modifying the Rules of the Game

Limitations of common approaches

Advocating, Building Agency Assets, Mediating, Changing rules

- Hardly affordable for the real poor
- Uncertain and delayed results
- Political feasibility
- **Dependence on reasonably functional policy processes**

What if policy processes are not functional?

Lessons from the Sudan Case

- The majority of the chronic poor live in political contexts of fragile states and/or non functional policy processes
- In these situations, it is not only difficult for the poor and their advocates to influence policies, but also it does not even make much sense to participate
- In fact, in many cases people deliberately chose to avoid participation, have their own channels and informal institutions to address their issues while resisting actively or passively the implementation of official policies.

A Decentralized political system...

- Federal, State and local governments
- Native administration
 - abolished officially but actually still operating informally in particular for land issues and political elections
- Comprehensive Peace Agreement created the Government of South Sudan

...But a centralized and chaotic policy making practice (Northern Sudan)

- A narrow decision making community
 - technicians and politicians
- Prevalence of informal rules within committees
- High level of discretion of enforcement agencies
- Inadequate and restricted information flows

Influential coalitions: Grab what you can!

- Security/military apparatus
- Federal Administration
- Gezira irrigation scheme Farmer Unions
- Businessmen and merchants
- Mechanized farming schemes

Small farmers and pastoralists in rainfed agriculture areas have virtually no clout, let alone the chronic poor

The Net Result

Policy outcomes and enforcement are marked by unpredictability, frequent changes, and insufficient resources for implementation

A failure to establish an equitable system for natural resource access and management that serve the large majority of the population

Escalation of natural resource-based conflicts of all types including warfare

So What?

Core problem of policy making in fragile states: ineffective governance

- lack of strategic vision (Direction)
- democratic deficit (inclusion & alignment)
- patron-client approaches to public management (commitment)

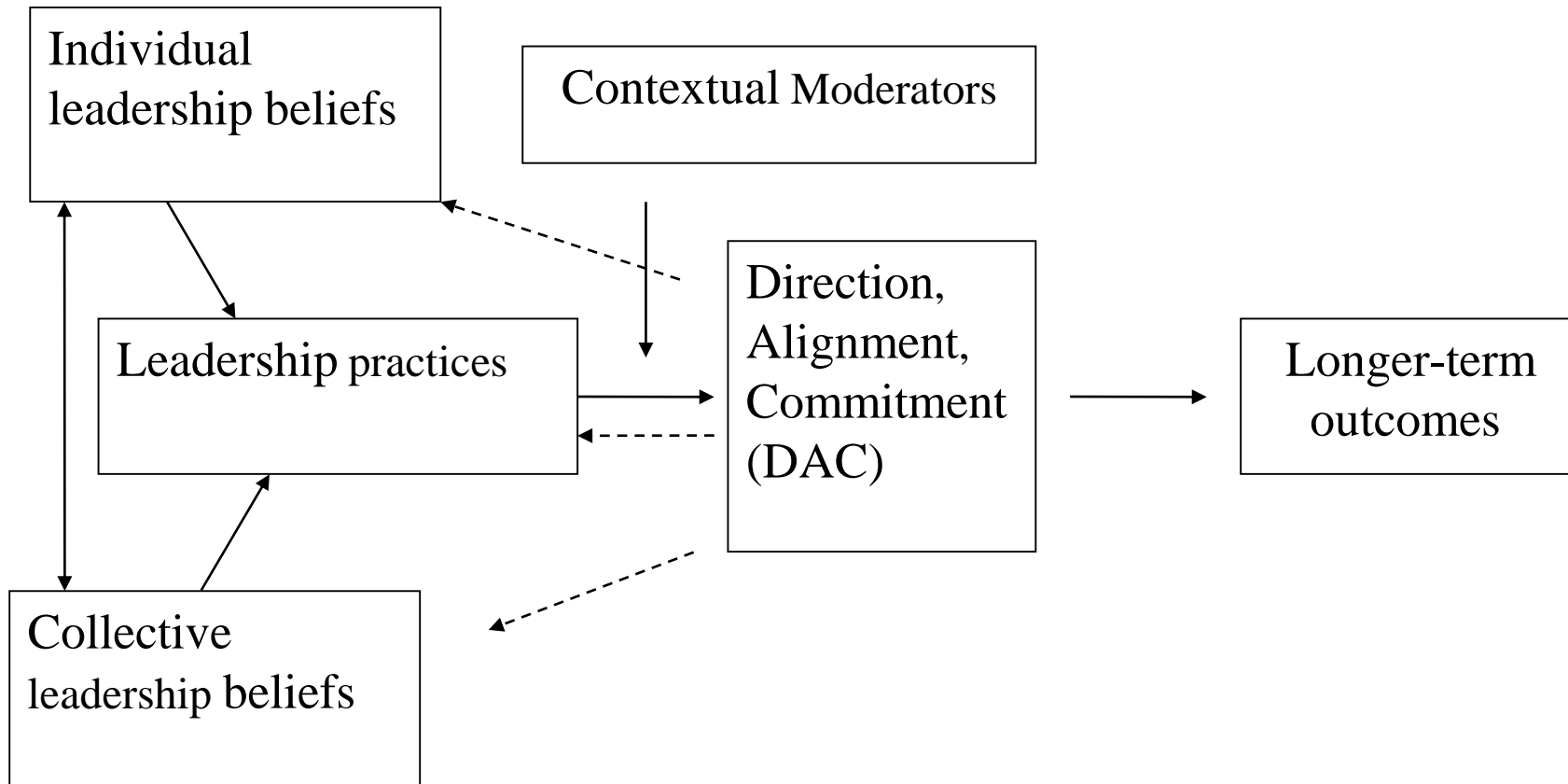
The need for a new approach

The initial challenge: how can people living in chronic poverty influence policies that affect them?

A new perspective: Chronic Poverty and Policy failure both result from a Deficit in Citizenship.

Clarifying the Challenge: How to create functional governance and policy making processes in fragile states? How to create direction, alignment and commitment in public action?

A Solution: Leadership produces direction, alignment & commitment (DAC)



Source: Center of Creative Leadership – by authorization

Examples

- Examples of different beliefs/practices that might produce DAC:
 - One person needs to be in charge: vertical chain of command
 - Everyone is a leader: fluid alternation of the leader role among various members
 - Our purpose will become clear to us as we sit talk together: dialogue

Leadership Culture: web of beliefs and practices producing direction, alignment and commitment

- When leadership is viewed as a cultural outcome, the beliefs and practices of everyone in a collective constitute leadership: Each individual's beliefs and practices make up some part of the web
- Approach opens up the way to defining a variety of leadership models that are compatible with local contexts
- Pilot projects in Ghana and India in partnership between IFAD and CCL

Key Messages

Leadership development produces critical outcomes for successful governance and policy processes (direction, alignment and commitment).

Developing a democratic leadership culture, not just leaders, is a crucial path out of poverty towards economic empowerment (micro-enterprises, value chain development, etc.)

There is a need to create new models of leadership that are rooted in the diversity of local contexts



THANK YOU