2017-2021 GLOBAL STRATEGY FOR GOOD GOVERNANCE

People in Need

Revised September 2017

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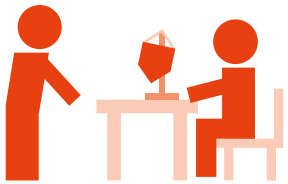


"People in Need (PIN) had a unique opportunity to take part in the challenging transition process after the collapse of the communist regime (1989) in the Czech Republic. Together with experience in implementing development programs in many countries, PIN's approach is to support Good Governance, combine lessons-learned and best practices from its existing efforts and form strong partnerships with local stakeholders.

In line with People in Need's priorities for 2017-2021, this document is designed to explain PIN's approach for Good Governance.

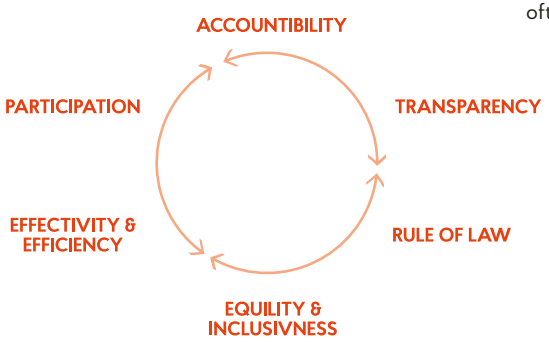
Its main focus is on enabling people to take an active role in their communities through cooperation with civil society and participation in decision making processes.

Dialogue with communities will enable CSOs to promote people´s interests and governments to fulfil people´s needs by well-targeted services and contribute to sustainable development through effective, transparent and inclusive decision-making processes."

Pavla Štefanová, Advisor for Good Governance

UNDERSTANDING GOOD GOVERNANCE

Good governance refers to the management of government in a manner that is essentially free of abuse and corruption, with due regard for the rule of law[I] and respect of people's rights to be engaged in public affairs.

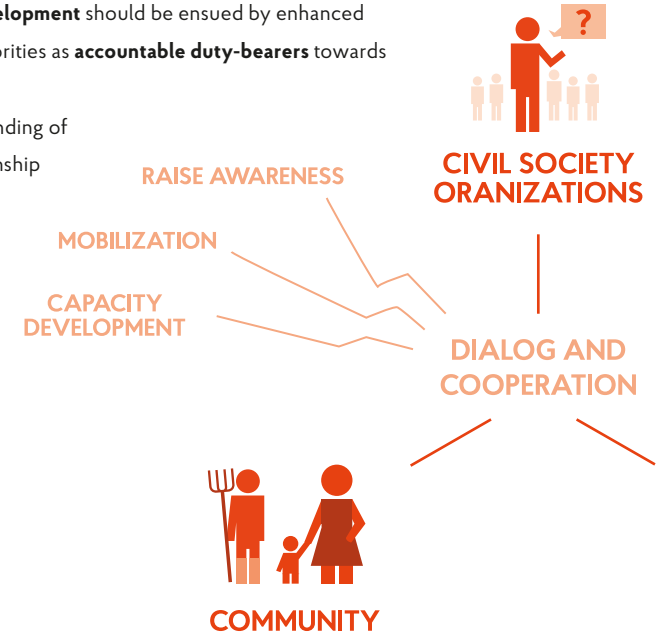


As the picture below illustrates, the term **good governance** is often characterised by **8 major characteristics**[II], which assure that corruption is minimised, the views of communities are taken into account, the voices of the most vulnerable in society are heard in decision-making and that women´s rights are equally guaranteed.

In line with this, PIN believes good governance is about strengthening active **participation of communities in decision making processes** and emphasises **effective cooperation** among **civil society, governments and communities.**

PIN believes that civil society should play a key role in bridging the gap between government and communities therefore PIN focuses on strengthening CSO's capacities to advocate the needs of communities and influence policy making. **Transparent, inclusive and effective local development** should be ensued by enhanced capacities of local authorities as **accountable duty-bearers** towards their communities.

PIN considers understanding of the role of active citizenship to be a pillar for good governance and thus emphasises awareness rising and education particularly among young people.



GLOBAL CONTEXT

According to figures released in the 2017 World Development Report, the number of global **citizens living under democracy reached its peak in 2015**[III]. The same report offers some interesting data confirming that electoral democracies are spreading around the world. However, these positive global trends are influenced by many negative tendencies and challenges. According to the figures in the 2015 Democracy Index, **levels of political participation are generally low and democratic cultures are weak**[IV]. The Civil Society Watch Report further shows that more and more states are failing to follow their commitments to protect and enable civil society. The civil society space is also shrinking due to faltering peace and protracted conflicts, the rise of populism and restrictions against civic engagement in public affairs.

In many developing countries, local communities are affected by a lack of rule of law and non-transparent decision making, often linked with abuse of power and corruption. One of the main issues negatively influencing sustainable development of both rural and urban areas is **tenure insecurity and land grabbing** affecting particularly poor communities. The World Bank estimates that **only around 30% of land rights are registered or recorded worldwide**[V]. This means that the remaining 70% of the local population do not have their housing and land rights documented making them prone to land grabbing.

A recent report on The EU's Association Agreements and DCFTAs with Ukraine, Moldova and Georgia[IV] recently outlined the challenges in implementing political reforms in Eastern partnership countries where PIN utilizes transition experience. These challenges include a lack of political will to be participative and the transparent, insufficient capacities of local governments and CSOs to be able to provide quality assessments of key policies. Despite the challenges, the report confirmed that the **role of local civil society in the reforms is crucial**. **CSOs** try to **match needs of local people with the external EU requirements**, explain the reforms and its benefits to the countries' population and provide necessary expertise.

In the current global context, **sustainable development is also challenged by the violence and the intra/interstate conflicts** that have tremendous effects on the levels of poverty and migration. All the countries, where PIN works in the good governance sector, are part of the Fragility Index[VII], In these fragile states the governments often fail to provide access to basic services and protection of their people. **Adherence to principles of Good Governance represent one of the key ways towards sustainable development in these countries.**

MAIN CHALLENGES

Both transition countries and fragile states face many challenges related to governance, striving to democracy and conflict resolution.

LACK OF PARTICIPATION & ENGAGEMENT

Local authorities (LA) often fail to implement reforms linked to political transition and conflict resolution having low capacities and support. Lack of will and understanding of the benefits of cooperation limit active engagement of communities in decision making and together with the lack of effective and evidence based planning, results in situations where LAs as duty bearers make decisions which don´t reflect the interests of the community and needs of vulnerable groups.

LACK OF ACCOUNTABILITY

Accountability is a key requirement of good governance. Low levels of accountability creates a gap between communities and those who have the decision-making power and is responsible for service provision. This negatively affects confidence of communities in governments on both national and local levels.

LOW TRANSPARENCY

Decisions and their enforcement are often not carried out in a manner that follows rules and regulations. At the same time, adequate information is either not provided or is not presented in easily understandable forms. Lack or missing mechanisms ensuring a transparent decision making process can lead to higher corruption and limited access to justice.

LACK OF AWARENESS OF ACTIVE CITIZENSHIP

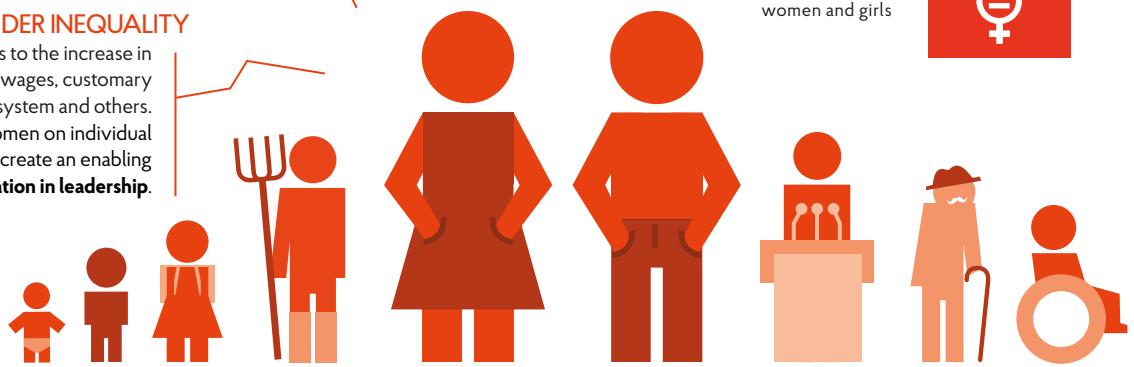
Communities which have experienced conflict or non-democratic political regimes often lack trust in their own ability to influence public affairs defining conditions for their life. Moreover, they have limited understanding of civil society and the benefit of active engagement, which creates barriers to their involvement in the decision-making process.

WEAK ROLE OF CIVIL SOCIETY

Limited performance of CSOs caused by restrictions of law, lack of capacities or funding leads in many countries to low representation of communities and their needs within the decision making process. Weak roles together with low capacities of CSOs negatively affect accountability of CSOs towards their beneficiaries. It often results in a lack of trust in communities of CSOs as service providers and those who should represent people´s interests and defending their rights"

GENDER INEQUALITY

Low political participation among woman leads to the increase in inequalities and space for gender-biased laws affecting wages, customary practices (property rights, marriages), the social welfare system and others. To foster change, support should be provided to women on individual levels and on community and national levels, in order to create an enabling environment towards **women´s participation in leadership**.



THE STRATEGIES, DONORS AND ACTIONS

Open Government Partnership (OGP)[VIII] is a high-level good governance initiative promoting greater forms of transparency and accountability and supporting people empowerment. OGP has become a global movement of reformers working to make their governments more effective and responsive to citizens.

In terms of women's equality, **Beijing+20 took place in 2015** to mark the 20th anniversary of the Fourth World Conference on Women and adoption of the **Beijing Declaration and Platform for Action (BPfA)** and elaborate a new global development agenda until 2030. The Platform for Action is the defining and foundational policy framework for the achievement of gender equality, women's rights and women's empowerment.

The World Bank established the **Global Partnership for Social Accountability** [IX] (GPSA) in 2012 with the purpose of bridging the accountability gap between what citizens want and what governments actually do, enhancing citizens' voice and, just as importantly, supporting the capacity of governments to respond effectively to their voice.

EU level Roadmaps for engagement with civil society[X] can be considered as important governance initiatives strengthening the role of local CSOs in country development and proving the impact of EU actions.

PEOPLE IN NEED'S ROLE

PIN perceives its role as a **partner for local communities, CSOs and governments to support effective dialogue and to take the right process for decisions** ensuring people-centred and sustainable development in their countries.

To implement this, PIN apply **lessons learnt from the transition process in the Czech Republic together with newly developed expertise from different countries and share best practices among partners.**

PIN will support the achievement of the **Sustainable Development Goals**, especially:

5: Achieve gender equality and empower all women and girls

16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

In particular:

16.6: Develop effective, accountable and transparent institutions at all levels

16.7: Ensure responsive, inclusive, participatory and representative decision making at all levels

PROGRAMMING STRATEGY

In its 2017-2021 programming strategy, PIN aims:

TO ENHANCE PARTICIPATORY AND TRANSPARENT LOCAL DECISION MAKING PROCESSES through increased engagement of local authorities, CSOs and communities in the formulation and implementation of public programmes, including local development plans

TO SUPPORT CSOs DEVELOPMENT, ENGAGEMENT WITH COMMUNITIES AND PARTICIPATION IN POLICY MAKING PROCESSES at local and national levels in order to contribute to people-centred and sustainable development

THE CHANGE WE WANT TO SEE IN PIN´S WORK

- GG goals and priorities are effectively mainstreamed in country strategies *(by 12/2018)*
- GG based programming applied in at least 5 countries *(by 12/2018)*
- PIN´s GG projects and programs are effectively measured and produce evidence of their outcomes and impact based on indicators specified in GG strategy and IndiKit *(90 by 12/2021)*
- PIN´s GG projects and programs applied quality standards *((90 by 12/2021)*
- GG goals and priorities are mainstreamed in all development programs *(90 by 12/2021)*

PRIORITIES

1. **Developing the capacities of local authorities, CSOs and communities working in partnership to formulate and implement local development plans and solve local issues**

PIN will focus on:

- Capacity development of local authorities focused on effectivity of their practices (public administration, participatory budget allocation, participatory action planning, community needs identification...)
- Capacity building of CSOs focused on the ability to play an active role in decision making (ability to bring its expertise and seek solutions)
- Awareness rising and education activities focused on increasing understanding of the role of active citizenship.
- Support partnerships between the authorities and communities through community-based bodies established for community development (such as Advisory Committees or Community Councils)
- Facilitation in the formulation of local development plans through public hearings and consultations and regular meetings of community-based bodies
- Financial and technical support for the implementation of local development projects including development plans.

2. **Increasing transparency of local decision making though support of concrete accountability mechanisms**

PIN will focus on:

- Capacity development of local authorities focused on accountability and transparency of their practices (complaint mechanism, public audits, monitoring and evaluations, financial accountability, information dissemination)
- Facilitation and long term support of local authorities in the introduction and institutionalisation of new accountability mechanisms
- Capacity development of CSOs focused on monitoring and evaluation of local decisions
- Awareness rising activities focused on increasing understanding of transparent decision making process

3. **Increasing the capacities of CSOs and governments to cooperate and act together within policymaking processes and policy implementation.**

- Support assessments of key issues for policy and legal frameworks (new policy or amendment), power/stakeholder analysis, mapping, code of conduct and indicators for policy roadmaps
- Support multi-stakeholder dialog
- Support joint advocacy efforts on the national level focused on strengthening the process of decentralisation in order to allow local stakeholders to make decisions on a local level
- Capacity development to use expertise and results based evidence for policy making
- Capacity development on monitoring and evaluation of policy implementation

4. **Strengthening CSOs to perform their roles as independent actors and advocate needs of their communities, including marginalised and vulnerable groups.**

- Tailor-made capacity development programmes in different areas based on capacity assessment (organisational, advocacy, technical)
- Facilitation of preparation and implementation of advocacy plans.
- Grant competition for civil society groups (e.g. support of pilot projects focused on innovative approaches for effective advocacy)
- Support dissemination and advocacy of well proven approaches (influence of policy making or policy implementation)
- Exchange visits and experience sharing between countries and partners
- Support of networks and alliances for joint advocacy on the national level

Across all PIN´s Good Governance activities special attention will be paid to gender equality and integration of vulnerable groups into the decision-making process. To achieve this, a specific emphasis will be put on:

- Formative research of key barriers for women's and vulnerable group's leadership and participation in the local agenda
- Capacity and skills development of women leaders, women´s groups and movements (in leadership, advocacy, management, gender equality)
- Capacity development and support of CSOs advocating needs of vulnerable groups. Support experience sharing between CSOs

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GLOBAL INDICATORS[xi]

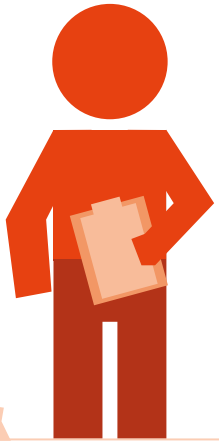
The indicators are set to define the main focus of PIN´s good governance programming and shall be measured in all relevant projects (alongside other indicators suggested at **www.IndiKit.net**).

PARTICIPATORY BUDGETING
financial volume of spending priorities identified through participatory processes and included in the target municipalities' budgets

TRANSPARENCY OF LOCAL AUTHORITIES' DECISION MAKING
average number of actions implemented by the target authorities to inform the local population about the outcomes of the authorities' decisions

COMMUNITY ENGAGEMENT
number of residents of the target communities that are systematically and actively participating in the local decision making processes

CSO'S CAPACITY TO INFLUENCE POLICY MAKING
number of proposals for changing the existing policies and/or inputs for the formulation of new policies officially proposed by the target CSOs



TARGETING

Target groups of PIN's good governance programs will be:

CIVIL SOCIETY focusing on:

- Stimulating participatory processes by creating opportunities for local communities to engage in the decision making process
- Advocating for community needs within the policy making process at both a local and national level.
- Strengthening transparency of the local decision-making process though watchdog activities.
- Providing professional and well targeted services to their beneficiaries.

The definition of civil society includes non-governmental organisations, youth organisations and initiatives, media, social and religious groups, and also associations and community based organisations.

LOCAL AUTHORITIES responsible for

- participatory, transparent and effective decision making aimed at sustainable local development
- well targeted service delivery to their citizens
- ensuring entry-point for communities to express their interests and needs
- effective partnerships with CSOs focused on engagement in policy making at both local and national levels

Local authorities refer to government officials and state institutions at local level.

NATIONAL GOVERNMENTS responsible for setting an effective decentralised system allowing local authorities to make decisions at local level and for participatory policy making at the national level.

COMMUNITIES involved in the decision-making processes and local development. For Good Governance, PIN supports and encourages communities in the following direction:

- **Community leaders** to understand the benefits of active engagement in decision-making, be interested in local issues and advocating community needs at participatory fora, community councils, Local action groups[xii] etc.
- **Young people** to be interested in promoting youth issues and actively participate in local decision making. Young people who get involved in youth initiatives have great potential for local development though bringing new ideas, exercising innovative approaches and spreading good governance principles among their peers.
- **Representatives of private sector** to get involved in local development though the provision of new investments, new employment opportunities and access to the market. Beside this, they will be encouraged to cooperate with civil society to uphold the rule of law and human rights and to support participatory decision making though involvement in different public bodies.

FINAL BENEFICIARIES are women, men and children (of various age groups and vulnerability levels) living in the target areas having benefited from improved governance practices, LAs performance and CSOs services. In order to ensure bottom-up and participatory development, communities will be targeted through CSOs, community-based organisations and structures (community councils, committees, self-help groups etc.).

GUIDING PRINCIPLES

PIN´s Good Governance interventions will follow guiding principles defined to maximise the impact of PIN´s work on ensuring good governance. The principles will also be used for reviewing the quality of newly designed and implemented projects.

1.

MAINSTREAMING OF GOOD GEVERNANCE:

Community engagement, strengthening of CSOs, support of multi-stakeholder cooperation etc. are priorities of PIN's Good Governance programming but also principles, which PIN strives to apply in all development programs. It ensures that programs are designed based on community needs, empower target communities, support involvement of different actors and thus emphasise sustainability of its results.

2.

HUMAN RIGHTS-BASED PRINCIPLE:

PIN believes that each person deserves to live in dignity and should be able to influence his/her life. To achieve this, PIN's programs strive to support governance processes ensuring that civil society have space where fundamental freedoms are respected (expression, association, assembly), people´s civil participation rights are followed, and people are to be treated equally regardless ethnicity, religion or gender.

3.

DO NO HARM and CONFLICT SENSITIVITY:

In the context of good governance, PIN will ensure that programming is based on proper contextual analyses and does not undermine on-going transition processes. This is crucial particularly in fragile states where consequences of not understanding sensitive political settlements might bring harm to communities impacted by PIN programming. PIN will strive to maximise its potential contribution to strengthen social cohesion and peace

4.

SUSTAINABILITY AND MEASURABILITY OF THE PROGRAMS ACHIEVEMENTS:

Sustainability of good governance programs often depends on existing political context. Therefore, PIN´s projects will pay attention to initial assessments including analyses of the legal status of CSOs, level of decentralisation of governance etc. Good governance can be strengthened only within a long term approach, when people have time to experience the benefits of active engagement and see that it brings positive results for their life. Consequently, to achieve sustainable behavior change in the involved stakeholders, PIN will allocate adequate time for tailor made coaching of obtained capacities, use well-proven methodology for community engagement and set up smart indicators for measurement of the program results. Sustainability of results in good governance programs often depend on small groups of active citizens or active representatives of government. In respect with this PIN will emphasise the institutionalisation of all good governance efforts through facilitating the introduction of new mechanisms, dissemination of best practices, advocacy and support of multi-stakeholder cooperation on a national level.

5.

GENDER EQUALITY:

Across all PIN´s Good Governance activities, gender equality will be mainstreamed and incorporated as the main implementing principle for sustainable good governance change. PIN will put emphasis on leadership development, empowerment, gender-focused policy development and implementation, knowledge sharing and data collection.

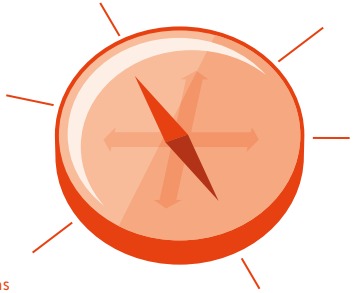
INVESTMENT PRIORITIES

To achieve the goals and priorities, PIN will strategically invest in:

Increasing the "Good Governance" expertise of relevant senior staff at the country level in approaches relevant to Good Governance. It will be done via regular consultations, information exchanges, country visits, workshops among key staff members during Inductions/Sharing/Ad hoc meetings, and the creation of an "e-learning module" on good governance.

Increasing the quality of the capacity development scheme. It will be ensured through the training of local staff as trainers and on how to effectively design, monitor and evaluate capacity-building projects.

Documenting, sharing, and using best practices and lessons learnt on Good Governance and adjusting them to the local contexts.



Introducing a "Good Governance" advisor at headquarter level to be engaged in advocacy and capacity development and to generate realistic recommendations for programming approaches.

Establishing partnerships for learning and utilising the know-how and experience of NGOs, government and research institutions in participatory planning, M&E framework, transparency and accountability.

Introducing and applying quality standards and indicators for the Good Governance sector.

ADVOCACY STRATEGY

PIN's advocacy strategy identifies **key stakeholders whom PIN aims to advocate**

WHAT DO WE ADVOCATE FOR?

HOW DO WE DO IT?

RESPONSIBILITY

TOWARDS THE NATIONAL GOVERNMENTS IN PIN'S TARGET COUNTRIES:

as the primary responsible actors for good governance in their country

1. **Involvement of local civil society actors in policy making and reform processes in order to ensure that it matches the needs of local people, and doesn't lack necessary expertise.**

PIN will support the capacities of local CSOs to effectively engage in policy making and will facilitate cooperation between CSOs and national governments

PIN will capacitate Local authorities to effectively cooperate with CSOs

PIN country programs

PIN's Good Governance Advisor

TOWARDS THE INTERNATIONAL COMMUNITY:

(donors, policy makers, non-state actors, UN agencies etc.)

1. **Involvement of local civil society actors into coordination mechanisms or clusters in order to ensure their ownership in the donors' action and planned systematic changes.**
2. **Coordination of good governance efforts among all international partners in particular with Alliance2015 partners operating in the respective country.**
3. **Systematic mainstreaming of good governance principles in programming strategies and policies of the international community.**
4. **Support the conditional allocation of Official Development Assistance to governments that respect the principles of good governance**

PIN will actively cooperate with EU Delegations and link them with local partners

PIN will regularly coordinate with other international partners though bilateral meetings or clusters

PIN will take part in position papers or statements on good governance, civil society, human rights etc.

Coordinate preparation of new proposals with Alliance partners, **share case studies** (best practices) and **improved methodologies** and **indicators for measuring** Good governance

Publish articles in media and PIN's website

PIN's Advocacy & Communication Department

Good Governance Advisor

IN THE CZECH REPUBLIC:

1. **Towards development implementers PIN advocate for:**
   - **Promote partnership with other NGOs, local authorities and universities in order to strengthen the transfer of lessons learnt from transition process.**
2. **Towards Czech general public and experts PIN advocate for:**
   - **Support of good governance issues in the countries where PIN operates though public discussions and media.**

Share lessons learned and experience with other NGOs
Publish articles in the media and PIN's website
Post claims and photos on PIN's Facebook & Twitter

Good Governance Advisor in cooperation with Dos and missions

PIN's Advocacy & Communication Development in cooperation with the Good Governance Advisor

PARTNERSHIPS

PIN believes in building equitable multi-stakeholder partnerships where existing resources are shared and actions are well coordinated. PIN´s partnership priorities are to:

- work with or through local partners to increase their capacity to co-implement projects and activities and to transfer know-how and expertise in good governance.
- develop in-country partnerships with experienced implementation agencies enabling PIN to increase its expertise and scale of work.
- develop partnerships with governments and local authorities in order to strengthen sustainability of implemented programs and authorisations for work in target areas and emergency settings.
- Develop partnerships with academic and research institutions and global platforms to ensure a continuous increase of PIN´s know-how and expertise Good Governance
- increase the technical know-how sharing and advocacy-related cooperation with Alliance2015 members working on good governance and other like-minded actors. Alliance2015 members in relevant countries will also be approached with regard to a new project development.

KEY RESOURCES

For increasing the quality of PIN's good governance programming it is essential to be able to retain and use the expertise generated by PIN and other agencies' teams. PIN will therefore use the following sources of this expertise:

- PIN's Good Governance Advisor
- in-country program managers (existing team members experienced in Civil Society/Good Governance/Advocacy/M&E capable of supporting good governance projects)
- regularly updated "Good Governance" database of the best available resources on good governance programming located in PIN's data storage ELO
- PIN's best good governance resources posted at *www.peopleinneed.cz/resources* (e.g. Manuals on Advocacy/Youth Engagement, etc.)
- PIN's e-learning course on good governance programming
- sharing latest evaluations, lessons and resources (e.g. through PIN's Yammer)

KEY CONTACTS

PIN welcomes cooperation with like-minded actors working on good governance. Contact us, learn about our work or check out our publications at:

- resource(at)peopleinneed.cz
- www.peopleinneed.cz/resources

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VII. The Fragile States Index (FSI), the annual ranking of 178 states based on their levels of stability and the threats, categorizes a number of countries as those with the worst security situation in the world.

VIII. Open Government Partnership, http://www.opengovpartnership.org/

IX. Global Partnership for Social Accountability, http://www.thegpsa.org/sa/

X. EU level Roadmaps for engagment with civil society, https://europa.eu/capacity4dev/public-governance-civilsociety/minisite/eu-country-roadmaps-engagement-civil-society-introduction

XI. PIN Global indicators – indocators being used for measuring global impact of PIN work. They are defined to be able to easily measure global impact, e.g. contain no instead of %.

XII. Local action groups, https://enrd.ec.europa.eu/general-info/whos-who/local-action-groups_en

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