

GOVERNANCE IN FRAGILE CONTEXTS

Fragile contexts are often characterised by a mosaic of challenges: political unrest, social discord, economic vulnerability, and often, human rights issues. These contexts experience a distinct set of governance complexities due to the volatility of their situations and the urgency of their problems. Here, governance is not just about managing resources or establishing law and order; it becomes a lifeline that can either pull a state back from the brink or let it slip further into chaos.

The term “governance” in this context extends far beyond the mere exercise of authority by government officials and institutions. It encompasses a range of actors, from civil society and local communities, to media and international organisations, all participating in a collective endeavour to establish stability and contribute to development. Governance in fragile contexts aims to bring about a functional social contract between the state and its citizens, ensuring that public goods and services like education, healthcare, and security are not just promised but delivered efficiently.

The importance of effective governance in fragile contexts cannot be overstated. Without it, the fabric of society risks unravelling, leaving room for radicalization, violent conflict, and even failed statehood. Furthermore, poor governance can exacerbate existing issues, such as ethnic or religious tensions, and generate new crises, including mass migrations and humanitarian disasters. It can also create a ripple effect, destabilising neighbouring regions and posing global security risks.

Governance is about creating a functional state that can protect its citizens, foster economic development, uphold the rule of law, and contribute to regional and global stability. Given these multi-layered challenges and stakes, an adapted governance framework becomes essential for shaping a resilient and sustainable state structure.

Through over a decade of experience leading change-driven initiatives, Beyond Group has gained a wealth of insight into the intricacies and nuances that define fragile contexts and their unique governance challenges. By leveraging this knowledge and the learnings derived from twelve case studies of its governance sector experience, Beyond Group has adopted **The 3Rs Governance Framework: Responsibility, Responsiveness, and Representation**. The framework serves to provide government and all concerned stakeholders a comprehensive, adaptable, and effective roadmap for enhancing governance in fragile contexts.

BEYOND GROUP

Advancing Local & National Meaningful Governance Systems

For the past decade, Beyond Group has been actively involved in advancing governance systems worldwide. Our distinctive approach seamlessly integrates governance strategies into various facets of policy-making, public sector modernization, and development endeavours. We tailor our governance initiatives to the unique contexts of each country, considering factors such as the drivers for change, cultural dynamics, power structures, regulatory frameworks, and institutional capacities. Our commitment extends beyond strategy development, as we actively assist governments, development partners and communities in implementing these strategies at both a local and national level. Through participatory, inclusive, and innovative methods, we foster learning, ownership and accountability, leading to transformative outcomes.

With extensive experience spanning more than 30 countries around the globe, our consultants collectively possess over 20 years of expertise in governance matters. Our work encompasses a wide spectrum, from shaping national strategies to enhancing the capabilities of policymakers, public servants, and civil society actors at both national and local levels. We also conduct research aimed at strengthening governance within critical social and economic sectors, including public health, education, and employment, all with the ultimate goal of improving citizens’ access to high-quality public services.

Recognizing that effective governance systems require an inclusive and collaborative approach rooted in partnership between various stakeholders, we actively engage with local entities, government institutions, civil society, and the private sector, as well as international agencies with the knowledge and resources to drive governance changes on a global scale. We firmly believe that by addressing governance comprehensively, we not only contribute to solving a wide range of societal challenges but also promote trust, citizen engagement, transparency, accountability, and democracy on a global level, transcending borders and cultures.

THE 3Rs GOVERNANCE FRAMEWORK

Traditional models of governance often focus on aspects like public administration, law enforcement, and fiscal management, which, although critical, can fall short in the multifaceted environments of fragile contexts.

These models often prioritise top-down approaches, relying heavily on the central government to initiate and implement reforms. However, the 3Rs Governance Framework breaks away from this conventional understanding and offers a more inclusive and flexible approach, tailored to the specific needs of fragile contexts.

The 3Rs governance framework introduces three cornerstone principles—Responsibility, Responsiveness, and Representation—that provide a more comprehensive and nuanced way to understand governance. This triad goes beyond formal governmental roles to incorporate the broader social ecosystem, which includes civil society, the media, various community groups, local governments as well as international actors.

In summary, the 3Rs governance framework offers a more comprehensive, multi-stakeholder approach that recognizes the complex reality of governance in fragile contexts. It expands the focus from mere administrative tasks to ethical, agile, and participatory governance, emphasising a shared responsibility among various societal segments. This framework offers not just a new definition but a new paradigm for understanding and improving governance in fragile contexts.

GUIDING PRINCIPLES

Inclusion:

Prioritising the involvement of all societal sectors, including vulnerable and marginalised communities.

Transparency:

Ensuring governmental decisions and actions are accessible to everyone, thus fostering trust.

Accountability:

Implementing robust checks and balances to ensure responsibility in actions and decisions.

Freedom:

Safeguarding individual liberties, such as freedom of speech and political association.

Justice:

Upholding rule of law, ensuring fair judicial proceedings and access to legal remedies for all.

RESPONSIBILITY:



It includes multi-stakeholders, Civil Society, Media, and Political Leadership as responsible actors in addition to government. It's about taking agency in owning the consequences of actions and decisions, and it explicitly ties in elements of accountability and transparency. Under this lens, governance isn't merely an obligation of the state but a shared responsibility, held up by multiple actors in society.

RESPONSIVENESS:



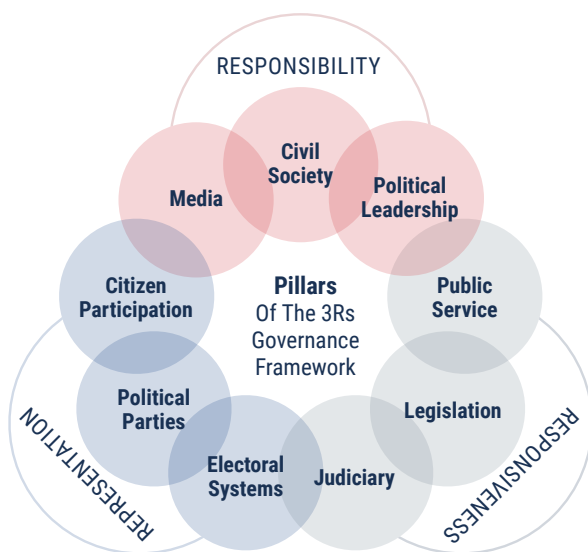
It introduces the effectiveness and capacity of the system and encapsulates the Public Service, Legislation, and Judiciary sectors. It insists on a governance system that can adapt, learn, and recalibrate based on citizens' needs and feedback. This principle builds on inclusion and justice by requiring that services are not only universally accessible but also equitable and fair.

REPRESENTATION:



It addresses the process of political participation and accountability by emphasising the role of Electoral Systems, Political Parties, and Citizen Participation. It focuses on creating platforms where every voice can be heard, not just at the ballot box but also in daily governance. It aligns with the principles of freedom and transparency, ensuring an ongoing, open dialogue between the state and its citizens.

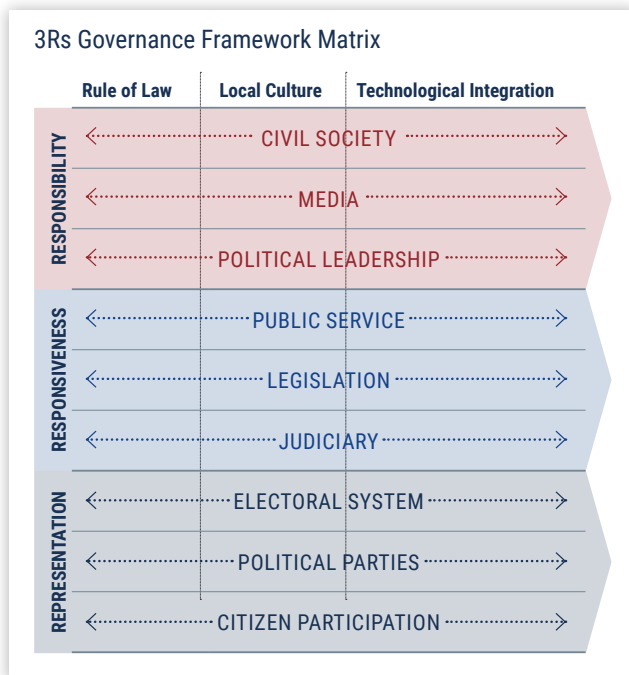
Pillars Of The 3Rs Governance Framework



MODALITIES OF IMPLEMENTATION

To make the 3Rs Governance Framework operational, it incorporates three essential parameters: Rule of Law, Local Culture, and Technology Integration. These are not standalone elements but lenses through which Responsibility, Responsiveness, and Representation can be examined and applied.

The real strength of the 3Rs framework lies in its ability to synthesise these three parameters into a coherent methodology for governance. This multi-dimensional approach ensures that governance is not a series of isolated initiatives but a holistic endeavour.



RULE OF LAW



It's about ensuring that laws are equitable and serve the best interests of the population. It acts as a foundational element, providing a legal framework within which the 3Rs can operate effectively. Rule of Law ensures that governance mechanisms ensure accountability, transparency and equity.

LOCAL CULTURE



It acts as a compass that helps to navigate complex social dynamics. By aligning the 3Rs with the values and norms of the local culture, the framework ensures a more participatory, inclusive, and accepted form of governance. It helps in the actualization of the principle of Responsiveness by respecting local customs and community wisdom.

TECHNOLOGY INTEGRATION



It's a critical component that can expedite, amplify, and sustain governance efforts. From mobile governance platforms that increase citizen participation to block-chain technologies that can enhance transparency, technology can be a catalyst for achieving the ideals of the framework. It enables more transparent and efficient systems, and enhances accessibility and inclusiveness.



STRATEGIES FOR IMPLEMENTATION OF THE 3RS GOVERNANCE FRAMEWORK

The following strategies are suggestive and can be tailored based on each countries’ specificities, at the central and local governments level. The 3Rs Governance Framework intends to be actionable, by offering a roadmap that is specific, contextual, and most importantly, achievable in fragile contexts.

		RULE OF LAW 	LOCAL CULTURE 	TECHNOLOGICAL INTEGRATION 
RESPONSIBILITY	 CIVIL SOCIETY	ADVOCATE for legislation that protects civic freedoms and citizen rights.	DESIGN culturally sensitive awareness programs on civic duties.	UTILISE social media for advocacy and public sentiment analysis.
	MEDIA	PUSH for regulations that protect freedom of the press and protect from disinformation.	PRIORITISE storytelling that reflects local values of accountability and communal responsibility.	IMPLEMENT technology to fact-check in real-time and increase information dissemination.
	POLITICAL LEADERSHIP	COMMIT to anti-corruption measures and enforceable codes of conduct.	ENGAGE in dialogue with stakeholders including local cultural leaders to foster responsible governance.	APPLY AI algorithms to assess policy impact and crowd-source governance solutions.
RESPONSIVENESS	 PUBLIC SERVICE	ENFORCE laws that mandate timely and quality service delivery.	MODERNIZE services to increase access and quality, based on community needs and resource efficiency.	DIGITIZE services and deploy digital solutions for easy access to public services.
	LEGISLATION	FORMULATE evidence based laws that are both proactive and reactive to societal needs.	INVOLVE community and marginalised groups in legislative processes.	CONDUCT public consultation on proposed laws through digital platforms.
	JUDICIARY	ENSURE equal access and expedite legal processes and justice delivery.	INCORPORATE local mediation dispute resolution mechanisms as appropriate.	LEVERAGE technology for electronic filing, case tracking, and virtual hearings.
REPRESENTATION	 ELECTORAL SYSTEM	STRENGTHEN legal articles for transparent and tamper-proof elections.	ENCOURAGE issue-based political and agenda-driven participation in elections.	SECURE voting processes using technology.
	POLITICAL PARTIES	RESPECT campaign financing and electoral conduct.	ADOPT party platforms that promote human values and priorities.	REFORM internal structures using digital platforms to enhance inclusion, participation and mobilization.
	CITIZEN PARTICIPATION	LEGALISE and protect various forms of civic engagement and protest.	UTILISE traditional community forums for political dialogue.	DEVELOP e-governance portals for continuous public input and feedback.



IMPLEMENTING THE GOVERNANCE 3RS FRAMEWORK



RESPONSIBILITY

CIVIL SOCIETY / MEDIA / POLITICAL LEADERSHIP

Assessing & Nurturing Civic Spaces in the Arab World

USAID & International Center for Non-profit Law (ICNL)

The project focused on evaluating the current state of civic spaces across six Arab nations. Utilizing a multi-pronged research methodology, it aimed to understand the public perception of Civil Society Organizations (CSOs) and identify restrictive measures hampering their work. The project consisted of two main components: the first centered on research, while the second involved disseminating and capacity building.

The project offered an in-depth, comparative analysis of civic spaces in six Arab countries. It has provided activists and decision-makers with crucial data and insights, fostering informed dialogue around the protection and enhancement of civic spaces. The online platform and training served as resources for various stakeholders, allowing for data-driven strategies to counter oppressive measures.

Capacity Building Towards Successful Community Engagement for NGOs in FNR Cameroon

Office of Transition Initiatives (OTI)

The project focused on enhancing the capabilities of local NGOs in Cameroon to actively and effectively engage with their local communities. It aimed to bolster these organizations' impact and sustainability by developing a tailored training curriculum, followed by multiple training and coaching phases.

The project contributed to building the capacity of local NGOs in Cameroon for meaningful community engagement and advocacy. Through specialized training and coaching, the NGOs were better equipped to engage their local communities and stakeholders, contributing to greater impact and sustainability. The training of trainers has also created a ripple effect, enabling a new cadre of community engagement experts who can continue to empower local NGOs.

Fighting & Preventing Corruption: Dialogue & Collaboration Between CSOs & Regulatory Authorities in Lebanon

UNDP Lebanon

This project aimed to facilitate a structured dialogue among project partners, including public institutions, civil society organizations, and anti-corruption experts. The ultimate goal was to collaboratively prevent and fight corruption in Lebanon. Through a series of dialogue sessions and workshops, the project sought to assess readiness, build trust, and design a sustainable framework for anti-corruption initiatives.

The project served as a catalyst for creating a network of committed stakeholders actively engaged in combating corruption. By fostering an environment of trust and collaboration, the project laid the groundwork for more effective and coordinated anti-corruption initiatives. The final report and framework provided a roadmap for future actions, ensuring that efforts are data-driven and rooted in multi-stakeholder consensus.

Strengthening Policy Development Skills for Nepal's Youth & Women Parliamentarians

NDI Nepal

The project offered specialized training workshops for youth and women parliamentarians. The workshops focused on honing skills in negotiation, conflict management, resolution, and mitigation to improve policy development. Special attention was given to the unique interpersonal dynamics and power structures that these groups encounter in the parliament.

In addition the negotiations and consensus building skills, the project had an impact on youth and women parliamentarians in navigating Nepal's intricate political environment. Among its achievements was the formation of a women's caucus, which successfully developed a cross-partisan policy agenda, demonstrating the efficacy of the skills learned in negotiation and conflict management.



RESPONSIVENESS

PUBLIC SERVICE / LEGISLATION / JUDICIARY

Strengthening People Capacity and Institutional Efficiency in Kuwait

Ministry of Commerce and Industry (MoCI)

The project aimed to bolster the operational effectiveness of the Ministry of Commerce and Industry (MoCI) by aiding the newly appointed minister and their advisory team in formulating a grand strategy. The ultimate goals were to improve internal efficiency, foster interdepartmental collaboration, contribute to national economic development, and enhance overall performance, including the digitization of company registrations.

The project resulted in a comprehensive strategy and a more streamlined structure for MoCI, which led to improved departmental collaboration and performance. Senior management was rotated to match their skills with critical roles, thus boosting efficiency across various departments. Through coaching, the ministry's team was better equipped to manage and execute the new strategies, including the move toward digitizing company registrations.

Enhancing Local Social Services and Stability in Lebanon

UNDP & 110 Municipalities

The project aimed to empower local authorities and key actors across 110 towns and villages in four regions of Lebanon. Spanning three cycles, the initiative focused on helping local communities better manage crises and respond to challenges arising from the refugee displacement by implementing localized social stability mechanisms.

The project has led to more resilient and socially stable communities in 110 towns and villages. Local authorities have been equipped with tools and mechanisms to better manage crises, and additional challenges brought on by Syrian displacement. Over 14 months per cycle, local actors' capacities were built in the areas of conflict analysis, community engagement, and strategic planning. The Ministry of Social Affairs also gained substantial capacity in understanding local dynamics, planning activities, and conflict intervention.

Enhancing Local Governance, Citizens' Grievance and Community Participation in AIUla

Royal Commission of AIUla in KSA

The project aimed to facilitate a governance transition in the municipality of AIUla, with the ultimate goal of making AIUla the largest tourist destination in KSA. It included enhancing community participation, change management, and human capital streams. The project's five primary components were Governance, Municipal Finance, Change Management & Capital, Service Delivery, and Communication. A special focus was on creating a comprehensive grievance mechanism to streamline community concerns.

The project has contributed to enhancing the governance structure in AIUla, laying the groundwork for its transformation into a major tourist destination. It has empowered the community by giving them platforms for participation and grievance redressal. This has, in turn, fostered a sense of ownership among the residents, improving public efficiency and accountability.

Decentralization for Effective Local Governance in Kurdistan-Iraq

UNESCWA & Ministry of Planning

This project aimed to support the ongoing decentralization efforts in Kurdistan. The goal was to transition governance and service responsibilities from the central government to local elected officials. The project focused on enhancing the capacities of public officials at both the central and local levels in areas such as public management, service provision, and budget allocation.

The project yielded a detailed report containing actionable recommendations for improving the decentralization model, specifically concerning service provision, budget allocation, and the authority matrix between central and local governments. It also successfully trained 70 public officials in decentralization techniques, fostering consensus on improvements to the current model and process.



REPRESENTATION

ELECTORAL SYSTEMS / POLITICAL PARTIES / CITIZEN PARTICIPATION

Civic Engagement in Saudi Local Elections: Capacity Building and Voter Education

Nahda Women-Lead NGO

The overarching goal of this program was to foster civic engagement in local elections in Saudi Arabia. By targeting and training a cadre of 150 local trainers (Ra'edat), the program extended its reach to train thousands of citizens across all Muhafazat on electoral processes, thereby promoting a culture of civic participation.

The program not only amplified civic engagement but also had a marked impact on increasing women's participation in Saudi Arabia's local elections. One significant outcome was a noticeable rise in the number of women candidates running for office. By deploying a team of 150 local trainers, known as Ra'edat, who were trained to educate citizens in electoral processes, the initiative reached thousands of citizens, including a considerable number of women.

Political Parties Development in Armenia, Nepal, Iraq, Jordan and Lebanon

National Democratic Institute, Friedrich Naumann Stiftung, Friedrich Ebert Stiftung

Several projects were undertaken to empower local political parties, social movements, and other political groups in several countries. The projects consisted of a series of tailored interventions addressing the needs of over diverse nascent and established political entities. It aimed to build capacity in three key areas: 1) internal organization and governance, 2) strategic planning and citizens' engagement, and 2) political action and outreach.

Those projects has increased the organizational and outreach capacities of political parties and emerging groups. Parties have reported better internal governance, increased youth participation, and enhanced local engagement. Specifically, the project contributed to the development of tailored organizational strategies and campaign tactics for higher local impact.

Initiatives for Enhanced Political Participation In Haiti

Technical Assistance for Political Participation Programming in Haiti, UNDP Haiti

This project sought to conduct an in-depth, rapid contextual analysis of political participation in Haiti to inform and guide UNDP's future programming in the country. The project's main deliverable was a comprehensive report, and a strategy for the political participation interventions. It aimed at proposing actionable interventions to enhance civic and political participation, based on the analysis' key findings.

The project contributed to informing UNDP's approach to enhancing political participation in Haiti. By providing a detailed contextual analysis, the project helped UNDP understand the complexities and nuances of the political landscape in Haiti. The actionable recommendations in the report have set the stage for immediate interventions, allowing UNDP to align its programming more closely with the needs and opportunities identified, ultimately aiming to improve civic and political engagement in Haiti.

Facilitating National Dialogue for Constitution-Making in Libya

Forum for Democratic Libya and UNDP Libya

This project aimed to spearhead a national dialogue for the development of an inclusive and democratic constitution in Libya. The initiative had multiple components: issue mapping, dialogue facilitation across cities, policy brief development, citizenship training, and organizational capacity building for FDL.

The project had a substantial impact, starting with the training of 30 local mediators who facilitated dialogues across Libya. These efforts led to the active participation of over 3000 citizens in grassroots discussions. Ultimately, this culminated in the submission of five constitutional briefs that reflected the collective viewpoints of these dialogues.

SECTOR BRIEF
2023

**GOVERNANCE
IN FRAGILE CONTEXTS**



Beyond Group is a multinational consulting firm with representation in Germany, Cyprus, Georgia, and Lebanon serving partners and clients in Europe, Central Asia & The Caucasus and the MENA region.

The Group brings together a diverse team of experts and consultants to deliver multidisciplinary and cross-sectoral services through its change-driven practices: Public Policy & Management, Organizational Learning & Development, and Innovation & Technology Integration. Through Kompetus, its specialized Sustainability & ESG practice in Berlin, Beyond Group also supports partners through their sustainability transformation journeys.

We collaborate with governments, development partners, multilateral agencies, civil society organizations, communities and academic institutions around the world to design and realise integrated solutions, responding to local needs while capitalizing on global knowledge and partnerships.

Relying on our capacity to navigate between local specificities and global knowledge, Beyond Group builds lasting partnerships, innovates policies and systems, and empowers people and organizations to become more agile, innovative and responsive to the needs, challenges and opportunities presented by today's shifting world.

BEYOND GROUP SERVICES:

Public Policy & Management

- Policy Research
- Strategy Design
- Stakeholder Engagement

Organizational Learning & Development

- Organizational Development.
- Change Management
- Capacity Building

Innovation & Technology Integration

- Innovation Services
- Technological Solutions
- Digital Transformation

KOMPETUS member of Beyond Group

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