



MOVING GOVERNANCE KNOWLEDGE SERIES #3:

INCLUSIVE GOVERNANCE

Achieving inclusive governance requires governments, parastatal entities, private institutions, and civil society organizations to adopt values and principles that put citizens at the forefront of policy-making. It allows individuals to play a pivotal role in shaping the social contract, thereby amplifying the voices of marginalized populations and ensuring that no one is left behind.

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INTRODUCTION

Inclusive governance entails citizens having equal access and opportunities to services and goods, regardless of their social origin, religion, social status, and gender identity. Promoting inclusive governance has never been so urgent in a world ravaged by inequality and inequity, where political and economic institutions are becoming more exclusionary, creating incentives for extractive economies and divided societies. Similarly, the overall political, economic, and social contexts amplify vulnerable cycles of the populations already threatened by irreversible poverty; engaging local, subnational, and national governments in promoting inclusive policy becomes critical. How do we achieve inclusive governance in the contexts where we work?

Either by supporting local governments, strengthening civil society organizations, or creating space for inclusive dialogues and participation of citizens in social and revenue-generating initiatives, the moving governance projects are providing tools and integrated mechanisms toward creating opportunities for inclusiveness as a transversal approach to governance. Their ways of designing and implementing inclusive governance consist of ensuring the principles of good governance are promoted across different sectors. Therefore, civil society, women, young people, and marginalized communities can weave their collective voices and have the opportunity to express their needs and concerns for more responsive policy decisions, and that participation, accountability, and transparency are designed and implemented inclusively.

This 3rd paper for the Moving Governance Knowledge Series illustrates various ways of addressing inclusive governance through projects. It puts in perspective the experience, approaches and sometimes the tools served to guide along the way the different forms inclusiveness takes within communities, governments, and institutions. In Guatemala the project demonstrates how one is supporting a women's network, self-empowering them to influence and shape governance in a more inclusive and participatory way, thereby significantly impacting their lives and their communities. In Tanzania, the project is paving its way to inclusive participation and social accountability, by engaging CSOs, citizens, and government to promote a more inclusive food system¹, a change that is felt by the entire community. In Bangladesh, the project puts into perspective a practical approach to community and women's leadership building to address discriminatory gender norms and promote



effective participation in policymaking, a shift that is transforming the social fabric. DEMOS, the project implemented in Kosovo, supports vulnerable communities in performing social audits², therefore orienting the government to define a more inclusive policy of taxation, a change that is improving the community's economic conditions.

Below are the details of how each of the four projects addresses inclusive governance in their respective contexts, focusing on four specific points: implementation process of inclusive governance, challenges, opportunities and good practices.

1 An inclusive food system is characterized by its focus on the most vulnerable segments of the global population. It seeks to ensure equitable livelihoods for food system workers while providing sufficient access to nutritious food for all individuals.

2 <https://www.helvetas.org/en/switzerland/how-you-can-help/follow-us/blog/governance-and-civic-space/Social-Audits-A-New-Approach-for-Civic-Engagement-in-Kosovo>



Eneth Ulula at Mbeya Food Park

INCLUSIVE CITIES FOR NUTRITION (IC4N) Improving the nutrition situation of vulnerable urban consumers in Mbeya City through strengthened food systems.

Inclusive governance implementation process

The IC4N moving governance project ensures that inclusiveness is central by improving and strengthening nutrition governance in Mbeya City.

The project's focus is on vulnerable urban consumers. The project creates a more inclusive environment where all community members have equal opportunities to benefit from improved nutrition and related resources. Gender and Social Equity (GSE) are paramount to guaranteeing that women, children, youth, and poor households have equal access to information regarding healthy diets and nutrition. The project also places significant emphasis on women of child-bearing age, explicitly targeting pregnant women, lactating mothers, and women-headed households with children, as well as children under five years of age. These populations are prioritized, as access to a nutritious diet is critically important for their health and developmental needs. In addition to providing information, the project ensures that both women and men are equally involved in designing and carrying out the project's activities, thereby challenging gender norms/stereotypes in terms of traditional & expected roles. This approach ensures that both genders take ownership of the proposed solution for a healthy diet and that it can be widely implemented in households.

Promoting transparency, inclusive participation, and social accountability is essential for effective and inclusive nutrition governance. The project aims to involve people from diverse backgrounds living with vulnerability, considering factors such as age, gender identity, and social and economic vulnerability. It encourages them to participate in the decision-making process at the local and community level during the planning phase of councils. The project supports existing opportunities that facilitate the participation of women, youth, and other underrepresented groups to help them voice their concerns and needs regarding nutritional planning and strategy. In addition, the food system interventions are oriented towards community-led and participatory planning and monitoring. The project echoes the community's voice through community dialogues and meetings by creating safe spaces for all categories to be heard and responded to, based on their priorities. The project has implemented community-led feedback and reporting mech-



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Sara Kijalo, 30, vendor at Sido market, Mbeya

anism as part of its commitment to transparency and accountability. This mechanism provides the community with public spaces to voice their views on the project results and propose improvements. By ensuring that the community's feedback is welcomed and acted upon, the project aims to continuously improve and better serve the communities it works with.

The approach to strengthening the city food system through an inclusive partnership with local government authorities, CSOs, and the private sector is critical to building sustainable, inclusive public and financial management. The project also facilitates the review of existing local food related policies and regulations to identify gaps and influence inclusion of actions/ interventions that promote sustainable and inclusive food systems.



KEY CHALLENGES TO IMPLEMENT INCLUSIVE GOVERNANCE IN FOOD SYSTEMS

The rural-urban migration is causing challenges on food security and health.

Mbeya City is fast-growing, with increased urbanization, the city faces greater pressure to provide sufficient food for the growing population. This strains existing food supply chains, increasing food prices and making food less accessible to low-income urban residents. Due to urbanization, women's workload has significantly increased, while men are busy with jobs in other sectors that the city's development has brought. The urban population has less time to prepare healthy meals, as they are always on the move to find socio-economic activities. As a result, there has been a great change in eating behaviors and culture, a situation that affects both low-, middle- and first-class urban dwellers resulting to high prevalence of non-communicable diseases.

The food system approach to addressing malnutrition is a new concept that may not be familiar to all parties involved.

The project aims to eradicate malnutrition in Mbeya City through a comprehensive food system manage-

ment approach. For this to succeed, all stakeholders, including those from various social, economic, and political backgrounds, must clearly understand the food system concept. This understanding will help in designing fair, coherent, transparent, and accountable policies that improve nutrition for urban consumers. However, many actors are unfamiliar with the food system approach, as it is a new strategy adopted in the current national nutrition plan to tackle malnutrition sustainably. As a result, the project team faces challenges in gaining support from city stakeholders and in implementing the food system sensitive interventions.

Climate change's impacts increase food prices, directly affecting food production.

This creates a barrier for people to access healthy food, particularly for those who already live in acute vulnerability. The project aims to enhance an inclusive system approach to address an inclusive urban food provision and management policy. However, climate change exacerbates the situation, amplifying the scarcity of inclusive and healthy food.



KEY OPPORTUNITIES

Policy reviews to strengthen the food systems in Mbeya city.

The current city strategy is ending, presenting an opportunity to engage in discussions with the municipality to influence policy adjustments that support equitable access to nutrition for all community members. The new city plan will include food system actions and strategies that aim to meet the needs of different population groups, particularly those most in need.

A variety of actors, civil society organizations, and community-based organizations are already engaged in voicing citizens' concerns.

The project is collaborating with those actors and will continue to strengthen our synergies to empower citizens, especially the most vulnerable, so they can raise their voices and ensure that their needs and priorities reach decision-makers.

Availability of social and media platforms.

Women and youth groups use these platforms to express their views. Community meetings are regularly organized and provide a good opportunity for the participants to express themselves. These platforms also serve as networking spaces to strengthen social cohesion, build a shared understanding, and propose harmonized solutions to community challenges. The project will continue collaborating with these social and media platforms to engage with the communities, better understand their needs, and further enhance their capacity to sustain these networks.



The **food system approach** is a comprehensive and effective way to address challenges in the food value chain. By considering the interconnectedness of all actors—farmers, processors, distributors, consumers, policymakers, and more—it creates opportunities for **collaboration** and **innovation** at every level. It ensures that marginalized or small-scale actors, like smallholder farmers or local vendors, are included in decision-making and resource access, fostering equity and reducing disparities. **By understanding and addressing the root causes of inefficiencies or challenges** (e.g., food waste, climate impact, or inequality), the approach promotes structural changes rather than superficial fixes. The food system approach prioritizes long-term environmental, economic, and social sustainability, emphasizing sustainable farming practices, reducing waste, and minimizing ecological footprints. **By addressing vulnerabilities and interdependencies**, this approach strengthens the resilience of the food system to shocks like climate change, economic crises, or pandemics. It bridges sectors—agriculture, health, trade, and environment—ensuring that policies and interventions complement one another.

The project is **strategically designed to develop local policies integrating food system initiatives across multiple sectors**, including agriculture, health, environment, and urban planning. This com-

prehensive approach seeks to enhance the overall efficacy of governance. **By fostering connections among these sectors**, policymakers can effectively address interrelated challenges. For instance, aligning agricultural practices with health policies can optimize food systems to ensure not only a sufficient supply of food but also a strong emphasis on nutrition. Incorporating food systems into urban planning is essential for mitigating issues such as food deserts, promoting urban agriculture, and enhancing waste management strategies. Furthermore, environmental policies are critical in advancing sustainable agricultural practices, thereby reducing the ecological footprint associated with food systems. The collaborative development of these policies fosters transparency and promotes inclusive decision-making processes. **Empowering local governments** enables them to align national and international food system priorities with the specific realities encountered at the grassroots level. Additionally, **cross-sectoral actions** strengthen communities' resilience in confronting various challenges, such as climate-related disasters, pandemics, or economic downturns, by ensuring the availability of diverse and adaptable solutions. Moreover, the formulation of localized policies encourages community ownership of food systems, ensuring that interventions are contextually relevant and responsive to local challenges and opportunities.



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Soweto market in Mbeya

2 GUATEMALA



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Meeting of the Nuevo Amanecer women's group in the village of El Rincón, as a result of the KEMENIK project

KEMENIK: WEAVING COMMUNITY

Enhancing women's participation in various governmental sectors in Guatemala to address the current low levels of participation among women

Inclusive governance implementation process

The primary focus of the project lies in responding to the need for more strategic training for women, predominantly engaged in domestic roles, thereby encountering obstacles to meaningful economic and political engagement. The project is dedicated to advancing inclusive local governance and fostering equal participation for women, in particular, those from indigenous communities, by enhancing their visibility in decision-making processes. Moreover, the project endeavors to establish platforms enabling the delivery of community and municipal services for women, in collaboration with local governments, through the provision of strategic training aimed at developing both soft and hard skills, thus fostering women's participation at all levels. Collaborative alliances have been formed with local government bodies (community authorities), governmental entities such as municipalities, and safeguarding entities, including the Presidential Secretariat for Women-SEPREM, the Office for the Defense of Indigenous Women-DEMI, and the Secretariat against Sexual Violence, exploitation, and trafficking in persons-SVET. This entails joint efforts to formulate strategic plans addressing women affected by trafficking, sexual exploitation, and gender violence.

Furthermore, the project actively engages with the government planning secretariat to ensure the participation of women in the planning process across all levels. Notably, the project includes the engagement of men within the community using the RANAS model³, which instills behavioral and attitudinal changes toward recognizing women's capabilities within both

domestic settings and institutional environments while promoting shared responsibility in childcare. Additionally, technology is leveraged through an interactive web application to advocate for behavioral changes targeting women and men aged between 15 and 35, especially those having access to mobile devices. Specialized campaigns and materials aligned with the same objectives are being developed for older adults. Lastly, the project is promoting the cultivation of local capacities within municipal governance and among officials by implementing the diploma course "Equitable Participation for Good Governance," a training program designed to equip authorities and officials with the necessary skills to incorporate gender perspectives into budget classification, while also facilitating the equal participation of women alongside men.



3 [RANAS Model – RANAS](#)



CRITICAL CHALLENGES FOR IMPLEMENTING INCLUSIVE GOVERNANCE IN THE KEMENIK PROJECT.

The state of national affairs has undermined the democratic fabric of Guatemala. The presidential elections incited social, political, and economic upheavals that questioned the validity of citizen engagement mechanisms.

Throughout its history, Guatemala has systematically marginalized the involvement of women, particularly indigenous women by propagating impunity and anti-democratic stratagems within the governmental structure, severely curtailing participation at all levels for both women and men. Subsequently, various collectives and organizations, notably those representing indigenous peoples, were compelled to take action, resulting in the country's closure for approximately a month. This contravened women's par-

ticipation at all levels and detrimentally impacted fundamental sustenance and citizen engagement across the general population, among other ramifications.

The need for continuity in project accomplishments about women's involvement stems from the transition of authorities and municipal officials. The project's prior training initiatives and existing mechanisms can no longer be implemented. A comprehensive transitional process is imperative to acquaint the new authorities and obtain their endorsement. Nevertheless, in certain municipalities, the transition presents opportunities owing to the availability of new officers and officials, even if it entails recommencing training initiatives from scratch.



KEY OPPORTUNITIES

Leadership is evolving within the project, which is marked by the **introduction of new leaders across both genders.** This shift aims to foster enhanced female participation in decision-making processes. The incoming leaders bring valuable expertise and context-specific knowledge, fortifying efforts to continuously expand the network of women leaders. Integral to this approach is the emphasis on **training young women and men strategically aligned with the broader generational transformation initiative.** Within this scope, the project has implemented a program tailored to training boys, girls, adolescents (NNAs), and young individuals, thereby contributing to domestic responsibilities and preparing the youth to assume leadership roles.

The family unit is pivotal in raising consciousness regarding domestic and social responsibilities. Although the project strategically prioritizes women, its target demographic encompasses the family unit, recognizing it as a fundamental bastion for education and socialization. **Key to the project's mandate is the engagement of families in advocating for inclusive governance and bolstering the involvement of women in decision-making processes.** The project operationalizes the RANAS model to effect behavioral shifts that support equity and family governance.

Municipal authorities have expressed keen interest in fashioning budgets through a gender-specific lens. These authorities are eager to collaborate with the project to champion inclusive governance within their respective municipalities. **The project is cultivating stronger ties with these authorities to integrate a sustainable framework for women's participation in these regions.** Additionally, the national-level entity SEPREM, charged with overseeing the application of the gender budget classifier, extends support by providing services and technical counsel to the municipal and community populace through its collaboration with the project.

The project promotes women's and their organizations' practical and strategic competencies through structured training, education, and advisory endeavors. This approach creates avenues for their informed and expert participation in decision-making arenas, thereby contributing to inclusive governance. Empowered with knowledge and an ability to proffer recommendations, women's needs become recognizable and prioritized. Moreover, **the project advocates for the participation of women in the national-level system of urban and rural development councils and in thematic roundtables,** which serve as effective platforms for advocacy to champion the needs of marginalized groups.



K'ayibal events (market or plaza) This is a playful method through which the project team exchanges experiences with women and young people to explain the importance of participation in decision-making in the family and the municipality, the importance of women's rights, and promote inclusive governance.

Mysterious hats. This miniature theater was developed with the support of local partners and consists of participants learning about rights through a hat, raising awareness about domestic co-responsibility and new masculinities, among other topics. This allows training and sensitizing the population in a different, playful way and contributes to the prevention of gender violence.

The Equity Game. This game is a technique that helps the project to reflect with participating groups and/or stakeholders on the relevance of women's participation, women's rights, domestic co-responsibility, among others. These games were created considering the context, reality, and culture of Guatemala.

Informative murals. Creating informative murals in public spaces involves the active participation of children, adolescents, and young people in collaboration with the Ministry of Education and the educational institutions within the targeted municipalities. A themed contest is organized to address pertinent issues such as domestic co-responsibility or women's right, with winning entries being translated into mural paintings. Subsequently, a public event is conducted to showcase the completed murals, effectively raising awareness and understanding of the chosen societal concern in a lasting manner.

Community Voice. The training initiatives target community spokeswomen whom women's organizations have appointed. The primary focus is on imparting gender-sensitive and assertive communication skills. The program aims to equip participants to utilize digital communication tools effectively and adeptly craft comunicués, among other essential competencies.

Creative workshops. These workshops serve as a platform for community, authorities and women's collectives to impart information, provide training, and foster awareness regarding equitable participation, good governance, and comprehensive development. Each workshop spans 4–5 hours, allowing for deliberate contemplation on the individual roles imperative to advancing equity and effective governance.



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Mosammat Hosne Ara Begum meets local political leaders in Mithapukur Upazila

APARAJITA: POLITICAL EMPOWERMENT OF WOMEN

Fostering women's equal participation, representation, and leadership in local governance.

Inclusive governance implementation process

The project is doing so by strengthening women's leadership capacities through training and development initiatives to equip women with the necessary skills to participate in the local governance process. The project focused on the active involvement of potential and elected women in decision-making processes and encouraging men and local institutions to support women's political empowerment. The project also tries to improve the policy and legal framework to enable factors to accelerate women's political empowerment.

The project employs an inclusive, multi-actor strategy that engages all relevant stakeholders in integrating women into political life. This necessitates the involvement of men, women, individuals in vulnerable circumstances, community leaders, and local authorities to ensure comprehensive participation in initiatives to facilitate women's involvement in political spheres. In this context, effective participation extends beyond mere consultation to encompass deliberate decision-making, advocacy for rights, and vocal expression. It entails collaborating with elected women and engaging with community members to self-empower to assert their rights. Another pivotal element is the collaboration with local partners. Within this project's framework, including local partners is paramount, as it facilitates the resolution of challenges associated with the physical environment and contextual challenges that women confront in political participation. Furthermore, by strengthening community leadership, the project facilitates the transformation of discriminatory gender norms. It fosters an empowered, more inclusive, integrated network where women and men work together to drive communal and political change and enhance social cohesion.



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Mosammat Jesmine Akther Riva in a meeting with local political leaders in Birampur Upazila, Dinajpur



CRITICAL CHALLENGES FOR IMPLEMENTING INCLUSIVE GOVERNANCE IN THE APARAJITA PROJECT.

The patriarchal mindset persists at all levels in Bangladesh, including family, community, local government, and other state institutions.

Although legal frameworks exist to promote the participation and empowerment of women in political decision-making, these frameworks and policies are rarely implemented. For instance, one policy requires political parties to have at least 33% women representation, but there are no mechanisms to ensure compliance.

The project is being implemented in 540 Union Parishads⁴, representing 1/10 of all Union Parishads in the

country. Out of these Union Parishads, only 11 have women chairpersons. **One of the major challenges is that women find it easier to move up the ranks than to transition from a reserved seat to a general ward member's seat, revealing the structural barriers that continue to limit their advancement.**

Another challenge is financial access. Aparajita evidenced that women leaders who wanted to participate in the election process required significant amount of money. Access to finance is a critical structural challenge for women to participate in the nomination and election process in local governance in Bangladesh.



KEY OPPORTUNITIES

The existence of reserved seats for women in local government institutions in Bangladesh, even if only in theory, means that women can aspire to hold local offices. Previously, these seats were monopolized by men, so the opportunity for women to aspire to these seats is a significant advancement for the project.

There is a legislation called the Representation of People Order, 1972,⁵ which requires all political parties registered with the Election Commission to have at

least 33% women at all levels in different committees by 2020. Despite the challenges mentioned, political parties hardly abide by this law. **However, its existence is a significant opportunity as it can be enforced against those parties.**

9000 women trained and networked able to raise their representation in politics.

Working with civil society organizations (CSOs) and connecting local networks with other networks, including national-level ones, to amplify the voices of people and address unjust systems.



GOOD PRACTICES AND INNOVATIONS

Aparajita's work has shown that women's voices can address the needs of marginalized groups in the community. Women leaders working with Aparajita negotiate during the Union Parishad budget allocation process using a gender-responsive budgeting approach. Their participation has resulted in several positive changes in the community. In the past, women often existed only on paper in these processes, but the project effectively demonstrated that women are able to bring about sustainable changes when given the opportunity.

Helvetas, in collaboration with its implementing partners, supports networks of women, specifically Aparajita networks, and duly recognizes their multifaceted contributions. **One notable approach involves the utilization of diverse communication platforms,**

including media channels such as cultural programs, radio, and social media. The primary objective is to elevate awareness among family members, communities, and other relevant stakeholders. Moreover, the project strategically enlists the involvement of male advocates to foster a broader acceptance and acknowledgment of the value associated with women's political participation.

Through Helvetas' work of self-empowering women and building leadership skills, Aparajita project has contributed to shift historical biases against women's participation and leadership in local governance. Moreover, many women leaders are committed to sustaining and growing the Aparajita network in a self-regulatory manner, ensuring the project's impact endures beyond its current phase.

⁵ [The Representation of the People Order, 1972](#), constitutes a comprehensive framework of legislation that regulates the election process for parliament members, delineates the Election Commission's responsibilities, and establishes procedures for registering political parties in Bangladesh.



Public spaces workshop in Prishtina

DEMOS: DECENTRALIZATION AND MUNICIPAL SUPPORT

Supporting the Republic of Kosovo municipalities in their efforts to achieve enhanced democratic local governance and improved municipal management.

Inclusive governance implementation process

The project aims to improve municipalities' performance in governance, management, and services, contributing to increased citizen satisfaction. The DEMOS project supports inclusive governance in four ways: through a performance management system or municipal performance financing, a program for women and young people in politics, social auditing, and participatory budgeting.

The *Performance Management System* encompasses around 100 indicators. These indicators encompass various aspects such as women's representation in political positions, women's representation in Municipalities, provision of local language websites to facilitate understanding of municipal operations, and enrollment of children in kindergarten, subsequently enhancing women's employability. The project places particular emphasis on these indicators concerning municipal performance. Select number of indicators are also part of the Municipal Performance Grant. A municipality that upholds these performance indicators is more likely to secure funding, thereby incentivizing these municipalities to adopt more gender-sensitive and inclusive practices.

The program endeavors to promote the *involvement of women and young individuals in politics*. It is designed to equip young people with a comprehensive understanding of the political sphere, enabling them to participate actively in the democratic process. Furthermore, the initiative provides training to inspire young individuals, particularly women, to pursue candidacy in municipal elections, encompassing council and mayoral positions. Consequently, the project has successfully contributed to an augmented representation of women in elected positions in local governments.

The project provides support in terms of *social auditing*. This involves auditing capital investment projects funded by the Municipal Performance Grant, prioritizing those that target vulnerable people and groups and the environment and climate change. Since social auditing is citizen-driven, the project team ensures that the audit team is representative – that it represents young people, women, people with disabilities,



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Public spaces workshop

the elderly, people in vulnerable situations, and anyone else who represents the project's targets. The results of these social audits help make projects more accountable to those who should benefit from them and, more importantly, enable local authorities to improve their services.

The project also facilitates the implementation of participatory budgeting. The project team has recognized that social norms significantly influence participatory budgeting. Consequently, individuals engage in the budgeting process informally rather than through formal procedures, such as budget hearings. They prefer an individualized approach over a collective one, often opting to address their concerns directly to the director and mayor rather than following formal collective channels. Consequently, the project has collaborated with mayors to structure targeted budget participation processes instead of a generalized approach. This tailored approach facilitates the expression of marginalized groups and ensures that their needs are effectively communicated and addressed.



CRITICAL CHALLENGES FOR IMPLEMENTING INCLUSIVE GOVERNANCE IN DEMOS PROJECT

When confronting prevailing social norms, we stand a better chance of effecting substantial societal change. **However, our partners' prevailing traditional mindset impedes our ability to address these norms effectively.**

Civil servants need more motivation to change their behavior and make space for women and other mar-

ginalized groups in public services. While there are mechanisms in place, they still need to be implemented. **There are not sufficiently appropriate incentive mechanisms to promote inclusive governance in public service practices.**



KEY OPPORTUNITIES

The performance management system/performance grant, along with the crucial gender and social inclusion-related indicators, incentivizes the municipalities to facilitate inclusive governance.

The competition this grant creates amongst the municipalities results in significant efforts from those municipalities as they want to be amongst the best ones to benefit from the grants and then employ the money to provide public services and goods.

To effect change, we avoid working in silos and instead collaborate with a network of stakeholders

capable of instigating systemic transformation. This approach concurrently ensures the enduring viability of our efforts.

The project's approach serves the interests of communities and civil society organizations. It creates a platform that encourages active participation by incentivizing them to leverage their influence and power to effect changes that align with their needs and priorities.



GOOD PRACTICES/INNOVATIONS

The project contributes to Performance Management System and Municipal Performance Grant that are led by the government. Accessing these grants requires municipalities attain a designated level of performance, thereby fostering an incentive for enhanced performance.

Social audit involves citizens feeling empowered to bring about change at a higher level through accountability and transparency. This leads to municipal authorities listening to citizens and being influenced by them in delivering services, goods, and policies.

5 CONCLUSION



Inclusive governance involves governments, private institutions, and civil society organizations engaging all segments of the population in decision-making, particularly those traditionally marginalized. Its goal is to ensure every citizen has a voice, reflecting diverse community needs in public policies, which fosters unity and participation.

The key principles of inclusive governance—participation, transparency, equity, accountability, non-discrimination, and empowerment—are vital for effective governance. Effective participation allows all citizens, regardless of cultural and religious background, to engage in policymaking when accessible channels are provided for civic involvement. This participation should be paired with transparency, where clear communication of decisions and resource allocations builds trust between citizens and institutions. Without transparency, participation may lack substance and undermine social cohesion. Equitable distribution of resources ensures that disadvantaged groups receive necessary support to achieve fairness, while inclusive policies prevent harm and uphold non-discrimination. Governments, private institution, and civil society must remain open to scrutiny and implement mechanisms for accountability. Empowering marginalized groups through education and advocacy enhances their capacity to participate, promoting social inclusion and justice. Overall, inclusive governance leads to policies grounded in local realities, ensuring impactful and sustainable outcomes. When institutions – both private and public - work transparently and inclusively, they reinforce the social contract with the community, improve their reputations, and reduce resistance to reforms. Local authorities can strengthen their roles as facilitators of collaborative efforts across sectors.



Peterson Paul

Governance and Public Services Advisor
Peterson.Paul@helvetas.org



Craig Hatcher

Governance Advisor
Craig.Hatcher@helvetas.org



HELNETAS Swiss Intercooperation
Weinbergstrasse 22a
CH-8021 Zurich

helvetas.org

