

Good Governance through Convergent Action

The 3D Program for Girls and Women is currently demonstrating convergent action in local governance in rural and urban sites in Pune District, Maharashtra State, India.

The Program facilitates convergent action by bringing together stakeholders within and beyond local government to identify, plan and monitor progress towards common goals, with a focus on gender equality and the empowerment of girls and women. Our approach facilitates coordinated, evidence-based planning to maximize resources, innovations and impact across stakeholders, and was developed to address the persistent limitations of development programs caused by working in silos, limited data and evidence, and ad hoc engagement by government with non-governmental partners. It is also based on the idea that strategic investments in one sector can reap benefits for that sector, and trigger results in another. Convergence offers a practical approach to fostering good governance and a different way of working to achieve results.

Governance is about decision-making, control over resources and accountability. It is also about processes and relationships. Good governance requires the efficient and equitable use of resources, evidence-based decision-making, and the participation of stakeholders in shaping the decisions that affect them.¹ It is critical for the achievement of healthy societies and the Sustainable Development Goals (SDGs). SDG 16 on Peace, Justice and Strong Institutions specifies that without effective governance, we cannot hope for sustainable development. Similarly, SDG 11 on Sustainable Cities and Communities highlights that without significantly transforming the way we manage our urban spaces, we cannot achieve sustainable development. With countries increasingly moving towards a devolution of authority, it is important to build capacity for good governance at local levels, the locus of decision-making and investment.

The 3D Program's convergent approach differs from integrated development, in that it brings together stakeholders for planning and monitoring but not for implementation – each stakeholder is expected to do what they do best rather than jointly implement a common task. While reflecting certain principles of collective impact,² particularly the development of a shared vision and joint accountability, we invite government to be in the lead to ensure girls and women are reached at scale in a sustainable way.

Convergent platforms have the potential to create truly democratic processes within local government, generate fruitful partnerships across stakeholders within and beyond government, and result in creative team work, with each stakeholder contributing their own piece and reaping benefits, while contributing to a whole that is greater than the sum of its parts.

¹ There are numerous definitions of good governance and principles of good governance elaborated by UN and government agencies and non-governmental organizations and initiatives. This resource has derived elements from various sources, including: United Nations Economic and Social Commission for Asia and the Pacific. 2009. What is Good Governance?; UNDP Oslo Governance Centre. 2009. A Users' Guide to Measuring Local Governance; Centre for Research on Families and Relationships, University of Edinburgh. 2013. Feminist Values and the Governance of Feminist Organisations; Frank Biermann, Casey Stevens, Steven Bernstein, Aarti Gupta, Ngeta Kabiri, Norichika Kanie, Marc Levy, Måns Nilsson, László Pintér, Michelle Scobie, and Oran R. Young. 2014. Integrating Governance into the Sustainable Development Goals. POST2015/UNU-IAS Policy Brief #3. Tokyo: United Nations University Institute for the Advanced Study of Sustainability; and Lance Croffoot-Suede and Diana Good. 2010. Camfed Governance: Accounting to the Girl. *Innovations Technology Governance Globalization* 5(2), 113-139.

² John Kania and Mark Kramer. 2011. Collective Impact. *Stanford Social Innovation Review*.
https://cdnymaws.com/www.lano.org/resource/dynamic/blogs/20131007_093137_25993.pdf

The 3D Program's Methodology

Different contexts require different models of convergence, but the 3D Program's methodology for convergence includes the following key elements and processes:

Convening three stakeholders - civil society, the private sector, and local government in the lead in a core planning group

Integrating girls and women's representatives, perspectives and priorities into decision-making processes

Engaging stakeholder representatives across sectors (e.g. health, education, water and sanitation, transport) within a core planning group

Leveraging existing hierarchies to maximize impact and minimize political resistance

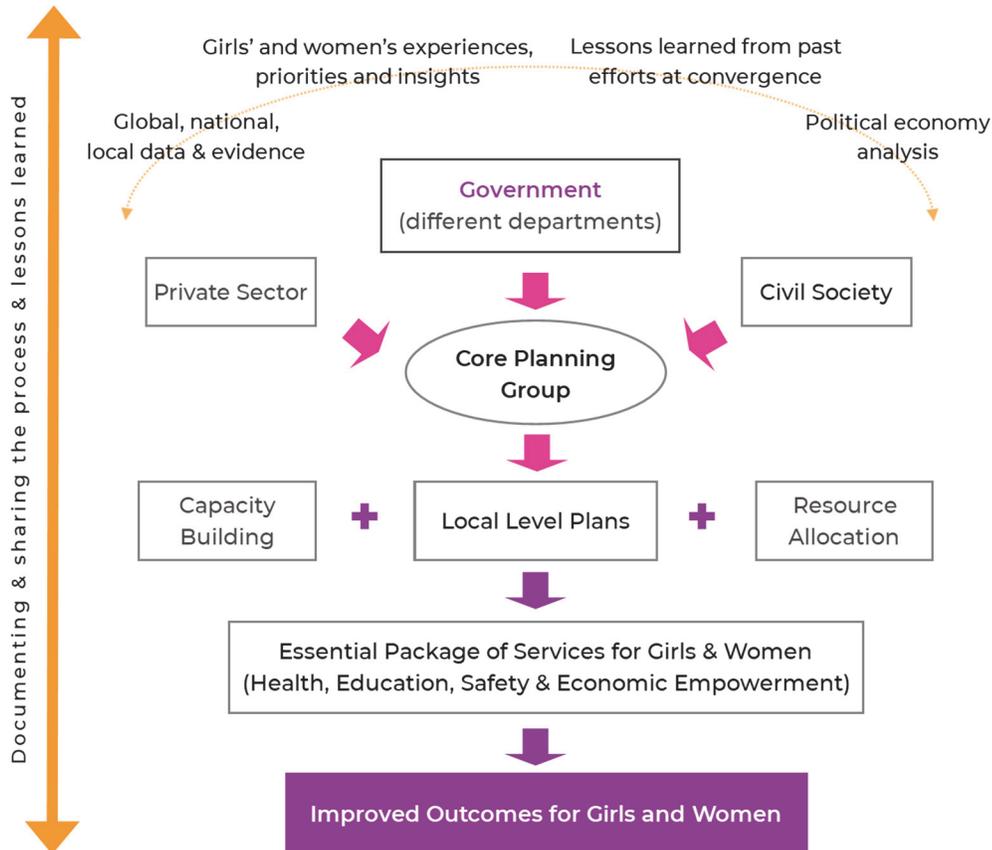
Facilitating joint planning and accountability, but not joint implementation

Maximizing the use of existing resources

Using data and evidence to guide decision making and document lessons learned

Building capacity to help stakeholders work well together and increase accountability

Convergent Processes in Local Governance



Convergence and Principles of Good Governance

Common principles of good governance are at the heart of the convergence models being implemented by the 3D Program. These include:

Participation

Convergent platforms require inputs from diverse stakeholders, including strategic and sectoral inputs from different government departments, civil society perspectives and expertise, and private sector resources and innovations.

Transparency

Increased participation in planning and shared accountability for implementation result in increased transparency, as does regular sharing of information, lessons learned through regular check-ins and social media.

Capacity Building

Convergent platforms provide a unique opportunity to collectively assess resources across local government departments, as well as between government, civil society and private sector. Gaps can be identified and addressed through stakeholder partnerships.

Representation

Representation is facilitated through the integration of local voices, data and evidence, and by prioritizing the needs of the most vulnerable community members and addressing inequalities.

Accountability

Creating a shared vision and jointly defined targets with evidence, inputs and investments from civil society, academia and the private sector ensures that local government is responsive to community needs and increases accountability across departments within government, between local government and its partners and constituents. Additionally, by working within existing hierarchies, there are clear lines of accountability.

Efficiency and Responsiveness

Joint planning enables government departments and non-governmental partners to share information on emerging needs and priorities, as well as on existing resources of individual stakeholders, to ensure that programs are responsive while reducing inefficiencies and redundancies.

Creativity

Convergence is not business as usual. While leveraging existing structures, systems and resources, it requires different kinds of interactions between stakeholders, and can spark a different way of thinking about work components and how their work fits into a bigger picture.

Demonstrating Convergence in Different Contexts

The 3D Program has developed two distinct models of convergence, working with government, civil society and private sector partners in two different contexts – rural Pune district and Pune City. Through its work in India, the 3D Program is deriving lessons learned on convergence action in local governance and developing tools for global application and to inform the Program's next phase, in East Africa.

Convergence through Multi-Sectoral Planning in District Government (Rural Pune)

In partnership with the Pune Zilla Parishad (district government), the 3D Program is facilitating a District Convergence Planning Committee (DCPC) to inform district planning and budget processes and strengthen district-wide services for rural girls and women. The committee is comprised of key district government departments and representatives of NGOs and the private sector, is chaired by the CEO, Zilla Parishad and endorsed by the District Collector. The DCPC is creating a shared vision for girls and women, and developing jointly defined targets and accountability mechanisms that can be integrated into district program planning and implementation. The DCPC aims to maximize existing government programs and fill gaps and build capacity through civil society and private sector partners.

Convergence through Public-Private Partnerships (Urban Pune)

The 3D Program is working in partnership with parastatal Pune Smart City Development Corporation, Ltd, civil society advocacy organizations, including waste picker platforms, and a private sector investment to create and pilot a solid waste management platform that is environmentally sound and will strengthen women's livelihoods and occupational safety, while improving their access to social programs, including health, education and financial inclusion benefits. The convergent model will be incubated within Smart City with inputs from waste picker platforms, citizen engagement groups and private sector consultants, and, working with the Pune Municipal Corporation, will be scaled up across Pune City.

Contributing to the implementation of the Sustainable Development Goals (SDGs), the 3D Program for Girls and Women advances gender equality and girls' and women's empowerment by facilitating convergent action across stakeholders and sectors to increase economic opportunities for girls and women and address their health, education and safety needs. The 3D Program is currently working with partners in Pune City and rural Pune District, Maharashtra State, India to identify priority issues and link stakeholders to provide cross-sectoral, coordinated solutions to meet the multiple, intersecting needs of girls and women. The Program is deriving lessons learned and developing tools for global application of a scaled-up convergent response for gender equality by demonstrating a convergent approach to programming in India and East Africa.