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In This Issue

Message from the Director	1
World Public Sector Report	2
Amman Declaration	5
Civic Engagement in Action: An Interview with Mayor Jesse Robredo, Naga City, Philippines	6
DPADM Substantive Training Session	8
Joint UN-INTOSAI Platform on Public Accountability	9
Building Trust through Economic and Social Councils	10
World Civic Forum	11
Global Forum Workshop and Caribbean Regional Forum on Reinventing Government	12
Capacity Building Tools for Participatory Governance	14
Recent Publications	15
Seventh Session of CEPA	16
DPADM's Forthcoming Events	16
Editorial Team	16



United Nations



People Matter : Civic Engagement in Public Governance

Season's Greetings to All!

I find it most appropriate that we devote this last issue of the Development Newsletter for the biennium 2006-2007 to participatory governance and specifically to the World Public Sector Report on **"People Matter: Civic Engagement in Public Governance."**

The Committee of Experts on Public Administration at its 6th Meeting in April 2007 reaffirmed the need to deepen the participatory processes of government to ensure citizens' engagement to achieve the internationally agreed development goals, including those contained in the Millennium Declaration. Concerned by the continuous marginalization of the poor, they encouraged Member States to reaffirm and deepen their use of participatory governance and citizen engagement in policy development, service delivery, and budgeting and public accountability with enabling mechanisms, including information and communications, technology tools and other measures.



Guido Bertucci, Director, DPADM

It is therefore most timely, relevant and appropriate that the forthcoming WPSR on **"People Matter, Civic Engagement in Public Governance"** is devoted to the evolution and rationale of civic engagement practices in the context of the United Nations Development Agenda. The Report deals with important theoretical, institutional, methodological as well as capacity building issues that contribute to successful civic engagement.

In recent times, DPADM has launched several initiatives in support of participatory governance through comprehensive analysis, promotion and advocacy of citizen and government dialoguing. In particular, the Socio-economic Governance and Management Branch (SGMB) of DPADM has recently embarked on several initiatives which aim to examine the relevance of citizen and government dialoguing specifically in three areas including policy-development, service delivery and public accountability. One of SGMB's current priorities is to explore the various institutions that seek to enhance and facilitate civic engagement in policy development as a means to better respond to citizens' needs and concerns and in public accountability. This issue of the Newsletter further elucidates the work of the Division in these areas.

Civic engagement in public governance will provide the framework of DPADM's normative, analytical and operational programmes in the coming biennium in our contribution to the attainment of the United Nations Development Agenda.

Lastly, I also wish to take this opportunity to thank my colleagues in the Division and within UNDESA, Member States, CEPA members, institutions and experts who partnered with us in the implementation of our programme for the biennium 2006-2007.

Guido Bertucci

No single society has achieved perfection, and there is no single recipe for success. No one could expect that. But we do know that giving people the greatest possible voice in the way they are governed, and the greatest possible access to education, are two of the most important ingredients.

Queen of England, Commonwealth Heads of Government Meeting, Uganda, 23 November 2007

Engaged government has become an increasingly significant feature of public governance in the past ten years. Driven initially by new public management techniques in both the developed and developing countries and by donor agencies in the developing world, it has become a practical enhancement to representative democracy, a keystone to democratisation and crucial to the rebuilding of post-conflict states.

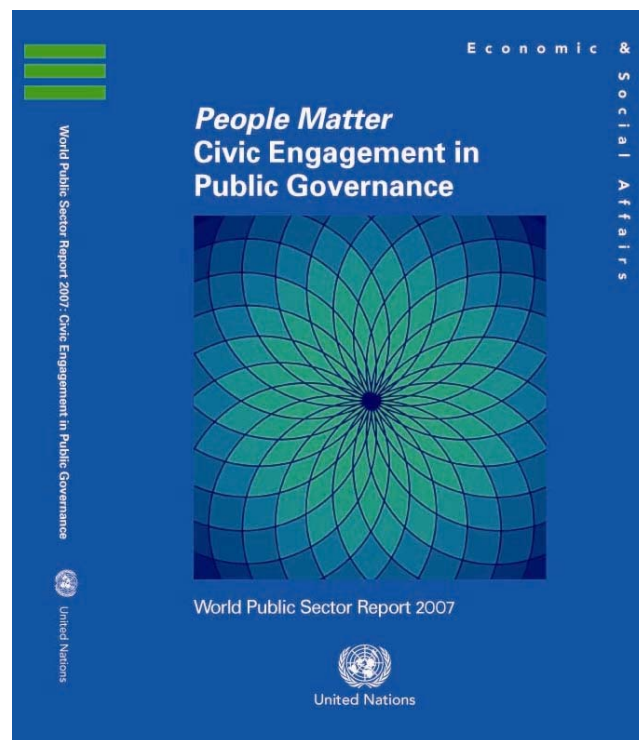
The World Public Sector 2007, "People Matter : Civic Engagement in Public Governance" analyses and discusses a number of community engagement practices to identify where investments need to be made, where institutions need to be reformed and what practices can deliver benefits both to governments and to citizens, especially the poor and marginalised, in line with the UN's Millennium Development Goals. In looking at the measurable benefits and successes of engaged government, the report goes beyond mere advocacy to offer a series of suggestions indicating processes, methodologies and institutions that enhance effectiveness of engagement.

The focus of the report is on how the gap between the aspirations of the governments, donor agencies and NGOs to participation and actual frameworks and techniques have been bridged in a number of case studies from around the world. The global reach of the examples included within the report illustrate that engaged govern-

ment initiatives is visible in both developed and developing countries. In these examples, the greatest successes have occurred in exercise that give voice and deliver outcomes to the poor and marginalized and assist in the realization of the targets of MDGs.

The report offers detailed analysis of a range of case studies. Drawing on submissions from governance actors, commissioned academic research and considerable in-house expertise, the report considers engagement in a range of contexts of public governance, including policy development, service delivery and accountability.

The evidence included within the report is based on detailed case studies and on surveys of institutions of engagement such as the National Economic Social Councils and the role of Supreme Audit Institutions on policies and accountability. By taking a multilayered approach to develop the shared core values and frameworks of engaged governance, the report offers different pathways and plans for strategising civic engagement in public governance.



Produced biennially, The World Public Sector Report is a Flagship Report of the UN Department of Economic and Social Affairs that highlights contemporary issues, challenges and options of governance and public administration relevant for the realization of the UN Development Agenda including the Millennium Development Goals (MDGs) at the country level.

The Report aims to present governments with viable and practical opportunities to implement internationally agreed-upon developmental goals and to facilitate and inform discussions on public sector issues on the agenda of United Nations inter-governmental bodies, such as the Economic and Social Council (ECOSOC).

The report stresses that there is no one size that fits all, but advises that engaged initiatives can be tailored to meet particular circumstances in all countries and fulfil 'instrumental,' 'intrinsic' and 'efficiency' objectives of public governance.

The report is careful to discuss the relevance of civic engagement consistently within the evolving contexts of public governance and issues of the challenges associated with such practices. It makes the case for civic engagement by keeping in mind recent global development and how they impact upon the lives of people. Attention is also given on how these developments are changing citizen/government relationships as a way of optimizing opportunities, minimizing challenges and facilitating achievement of goals of sustained economic development and social equity, made through the UN Development Agenda. It highlights in particular, the context of deteriorating trust between the citizens and the government, rising inequality and stagnating poverty. One of the overarching motivations for developing good engaged government practice leading to a more inclusive public policy process is its role in cementing the global compact for growth, equity and social justice endorsed by all member states in the Millennium Development Goals.

The report explores the role of civic engagement in policy making by presenting case studies of National Economic and Social Councils and, in the case of less developed, indebted countries, the Poverty Reduction Strategy Paper process. To address the question from a different perspective, the work of the State Government of Queensland in Australia is investigated as an example of a sub-national civic engagement in policy.

World Public Sector Report – Legislative Mandate

Economic and Social Council Resolution 2000/66

The Group of Experts on the United Nations Programme in Public Administration and Finance at its Fifteenth Meeting held in May 2000 recommended to the Economic and Social Council (ECOSOC) the preparation by UNDESA of a recurrent publication entitled the "World Public Sector Report."

General Assembly Resolution 59/55

The role of the WPSR in providing significant and analytical operational contribution for public administration was recognized by Member States.

The emerging practices of the 'people budget', participatory local government planning and development and civic engagement in public accountability are then discussed through cases from South America, the Philippines and India. The report also addresses emerging issues of civic engagement, highlighting factors that either promote or hinder civic engagement processes and initiatives. In the concluding chapter, the capacity building issues of civic engagement are addressed. This is done in the context of the relationship between democracy and service delivery and corruption control and presents a rationale for investment in democracy as an important institutional component for enhancing accountability in public governance.

Why People Matter?

United Nations General Assembly Resolution 50/223 (1996)

Acknowledged the importance of undertaking a participatory approach in public administration as an effective catalyst that supports the developmental process.

2005 World Summit Outcome

Recognized the importance of introducing participatory processes in structures and institutions of development management

Economic & Social Council Resolution 2005/55

Reinforced the need to deepen the participatory processes of government to ensure citizens' engagement to achieve the internationally agreed development goals, including those contained in the Millennium Declaration.

Economic and Social Council Resolution 2006/47

Acknowledged that active engagement and participation that reflect citizens' aspirations and priorities, particularly in the key processes of public policy development, public service delivery and public accountability, further contribute to strengthening and building trust in governments.

United Nations General Assembly Resolution 60/34 (2006)

Articulated that participatory and transparent governance measures play a critical role in increasing the capacities of Member states to embark upon the numerous developmental challenges that confront them.

With the inclusion of emerging models and experiences in participatory governance as well as the more salient conclusions and recommendations emanating from the study, DESA hopes to deepen the understanding of the principles and practices of participation and at the same time, intensify the intergovernmental dialogue on participatory governance relevant to the realization of the goals of transparent and accountable governance and pro-poor development, the two generic goals of all development agendas, both national and international, including the MDGs.

Notwithstanding their challenges, the successful cases of civic engagement identified in the report demonstrate that these initiatives do have the potential to yield pro-poor benefits, re-arrange political institutions of decision-making, deepen democracy, create new citizenship values, and enhance accountability and transparency in public governance and indeed, build trust in government. The report emphasizes that it is no longer a question of whether participation works or if it is necessary, rather how it should be done.

The report suggests the following forward looking options:

- ◆ benchmarking and the transfer of practical knowledge from one country to another;
- ◆ advocacy for initiatives to create commitments to civic engagement;
- ◆ identification of suitable tools, methodologies and indicators to measure the processes of civic engagement;
- ◆ creation of a Pro-poor or Pro-engagement Leadership Forum to exchange ideas to understand the motivations, approaches and risks faced in civic engagement and create a pro-engagement leadership model to benefit intending proponents;
- ◆ development of active citizenship values, knowledge and practices in civil society consonant with the broader community and within existing traditions to enhance existing social capital;
- ◆ investment in government and/or civil society to transform citizen interest in participation into active participation in governance processes;
- ◆ involvement of key civil society institutions (e.g. universities and the media) in mobilising civil society interest in active citizenship and developing civil society capacity for active citizenship; and
- ◆ the international community, including the UN, to play the important role of deepening understanding knowledge transfer and capacity building in civic engagement.

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UNDESA's ongoing commitment to improving public management is clear. The accumulation of knowledge and the comparisons of successful practices in different regimes contained in this report can assist in creating good, engaged public management and administration. This, in turn, makes the task of transforming the good intentions contained in the MDGs realisable.

SOME KEY POLICY MESSAGES FROM THE WPSR

- ✓ *Build political will and shared leadership commitment to MDGs;*
- ✓ *Strengthen the development of public administration capacity for engagement;*
- ✓ *Support the empowerment of grass roots poor and excluded groups;*
- ✓ *Promote examples of best practices and social entrepreneurship, both within countries and across borders;*
- ✓ *Undertake further research and support examples of 'practical' community-based projects and social entrepreneurship;*
- ✓ *Pursue equity in development across and within nations;*
- ✓ *Invest in human capital as a pathway to global development; and*
- ✓ *Promote further research and support examples of practical community-based and social entrepreneurship.*

Amman Declaration on Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region

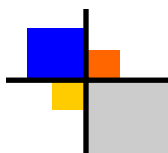


From right: Her Excellency Ms. Suhair Al Ali, Minister of Planning and International Cooperation, Jordan; Mr. Jamil Smadi, Secretary General of NCFA (National Council for Family Affairs); the two Meeting Rapporteurs: Ms. Najet Karaborni (DPADM) and Mr. Mohammed Al Qaryouti (NCFA); and Mr. Adil Khan (DPADM).

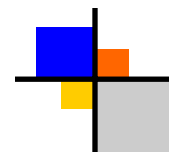
High level officials and representatives of 17 Arab countries attended the Arab Regional Workshop on "Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region," held on 13-15 March 2007 in Amman, Jordan. ***The key conclusion emanating from the Meeting is that civic engagement in socio-economic policies is key to the effective and efficient implementation and achievement of national and regional development objectives including the MDGs.***

One of the major outcomes of the Meeting was an agreement on the "Amman Declaration on Opportunities and Challenges of Civic Engagement in Socio-Economic Policies in the Arab Region," which underlined commitments by participants on pursuing policies of good governance with civic engagement and highlighted the follow-up initiatives and responsibilities of all key stakeholders. The Amman Declaration called on participating governments and local authorities to exercise strong leadership in formulating strategies for enhancing policy dialogues and partnerships with civic organizations; encouraged CSOs and other stakeholders in the Arab region to take initiative in

advocating civic engagement in policy and service delivery processes; and urged UNDESA and other relevant international organizations to ensure that the normative, analytical and technical cooperation elements of their programme on public administration continue to prioritize participatory governance and citizen engagement in policy development. The Minister of Planning and International Cooperation of the Hashemite Government of Jordan has agreed to submit, on behalf of all the Arab regional Workshop participants, the Amman Declaration to the United Nations Secretary-General through the Jordan Permanent Mission to the United Nations.



Civic Engagement in Action : An Interview with Mayor Jesse Robredo, City of Naga, Philippines



In 1988, Mayor Robredo was elected as Mayor of Naga, making him the youngest City Mayor of the Philippines at age 29. The 2000 Ramon Magsaysay Awardee for Government Service is currently serving his fifth term. Under his leadership, he has transformed Naga into a model local government through Naga's Governance model of people empowerment and participation. During Mayor Robredo's tenure, Naga City has received more than 150 international, national and regional awards and recognition in local governance.

What prompted you to introduce people empowerment and participation?

Our peculiar circumstances compelled us to focus on people empowerment and participation. As a small landlocked city of 150,000 that is geographically distant from the two main urban centers in the Philippines, our resource base is very limited compared to cities that comprise the Metro Manila and Metro Cebu conurbations. That left us with our people and community-based resources as the only viable alternative to multiply what the city government has.

How did the legislation which provides the city government to partner with duly accredited Naga-based people's organizations and NGOs in the conception, implementation, and evaluation of all government activities and functions evolve?

It is actually the outcome of a process where a number of individuals and organizations played key roles. For instance, the Empowerment Ordinance of 1997 is but the logical outcome of the city government's deliberate decision to engage about two decades back with what we call civil society today; at the time, they are the so-called "cause-oriented groups" or the progressive segments of the Naga society.

Our litmus test came through, our social housing initiative in 1989 that sought to provide secure tenure for the informal settlers in the city. It impelled us to work with NGOs, who did community organizing of these informal settlers. Both my administration and the usually critical NGOs and cause-oriented groups took the risk of working together toward a common end, instead of working against each other as has been the case before. And the long and short of it is – this critical collaboration worked.

Is the establishment of legislation critical to the sustainability of participatory governance initiatives?

Our experience shows it is a critical element and a key milestone in the journey

we undertook to bring our own brand of participative governance to higher levels.

It is critical in the sense that the gains made by the city government and its NGO partners have reached a point that project-based engagement would no longer suffice. Both of us knew that working together on mutually beneficial issues and advocacies generates higher paybacks. It reached a point where we had to face the question, as we always do in the process of continuous improvement: is there a better way?

When one goes into uncharted waters like this experiment, a legal basis in the form of the Empowerment Ordinance is critical, more so in ensuring that it becomes a norm for the long run.

What kind of challenges did you encounter in institutionalizing civic engagement in government processes?

The challenge is essentially about maintaining balance in many ways. For instance, stakeholders come from diverse backgrounds and would definitely have their own interests to protect and advocacies to advance. This holds true with even the NGOs that include the local chamber of businessmen and entrepreneurs, the church-based organizations, legal aid groups, transport associations, et cetera.

The primary task of governance is to find that middle ground that is acceptable to most, if not all. An effective way of doing it is taking on the most pressing social challenges of our times – like education, health and housing – and localizing it so that it becomes everyone's concern, to the point that pursuing it necessitates certain short-term tradeoffs and sacrifices in regard to their basic advocacies. In the effort to localize these social issues, effective communication is a must. And a commitment to precisely do this, even if it requires time, plays right



into the basic strength of participative governance.

Where there any capacity building programmes undertaken to strengthen government and civil society to ensure effective engagement?

Actually, at the outset, the most precious currency we had was trust, not capacity. The initiatives we undertook were mostly of the trial-and-error and play-it-by ear type. But our little successes along the way only emboldened us, and grew our confidence in engagement, partnerships and participation.

But as we went on, we realized that some degree of sophistication, skills and structure are needed if we are to move on to bigger and greater things. For instance, in the dialogues arranged by the progressives between selected city staff and their counterparts, we often find ourselves amused when the discussion would drift to the development models we use, which sounded Greek to us as practitioners. But in the long run, we realized that to promote mutual understanding, we have to learn their "language."

What collaborative initiatives should be undertaken to build and strengthen commitments to civic engagement both on the part of government and civil society?

I would say the easiest and most logical collaborative initiative that government and civil society can undertake together is planning. In the Philippine local government setting for instance, the structures and mechanisms to make this hap-

Participative governance helped us greatly in initiating a continuing conversation with these stakeholders and securing their commitment towards addressing the MDGs.

pen is already there, in the form of mandated sectoral councils, boards and other special bodies that exist down to the village levels. In most cases, civil society representation in these entities is already provided for.

The challenge is to make civic engagement meaningful. Here, a better, more progressive mindset on the part of local government leaders can make a difference. If a mayor or governor will seize the situation as an opportunity to let civil society representatives see sectoral problems in the local context, appreciate its local dimensions and the challenges being faced by the local government, and most importantly propose practical solutions or alternatives instead of being merely critics and gadflies – they are then on their way towards owning the problem.

Doing so is also in the best interest of these bodies themselves. Most often, they exist simply because they are mandated by law. But because there is no deliberate and conscious effort to integrate them into the local planning process in a meaningful way, their efforts become an exercise in futility. Clearly, the upsides and potential payback are there. But it will start with the political leadership realizing the immense value-added of taking this path.

Last year, Naga has been selected by UNDP as one of the top 10 leading communities in the Philippines in terms of reaching the MDG targets. What role does participatory governance play in the attainment of the MDGs?

A great way of bringing together stakeholders of diverse, sometimes conflicting interests, is to take on the greatest challenges of our modern society, the various dimensions of poverty which collectively comprise the MDGs. For instance, a midterm assessment of the MDGs among the key cities and prov-

inces of the Bicol region found out that of the eight goals, Naga is falling short in regard to ensuring that every child is able to complete primary education.

So early this year, we came up with an initiative to address this gap; it is called Quality Universal Elementary Education in Naga (QUEEN) that was unveiled during my State of the City Address last February. In the following three months, it became a focal point of our community-based consultations. In less than a year, ordinary citizens – particularly parents which we have organized in all schools – realized that a gap exists, an initiative is afoot to address that gap, but government can only do so much: its eventual success actually rests on their cooperation and commitment to ensure that their children stay in school.

In what way can media and other civil society institutions such as the universities, contribute to mobilizing citizens to be more actively involved in governance processes?

In the whole governance process, it is critical for certain key players to provide some sort of reality check. Of these institutions, I believe the media and the academe are best suited for this task, in the process performing the role of “speaking truth to power.”

Of course, it goes without saying that the media and the academe, just like other stakeholders, are driven by their own self interests. Provincial media, due to their inherent economic weakness in particular, can be captured and compromised by certain vested interests. Nonetheless, from our experience, it is infinitely better to have them operating freely in society warts and all than to have no one else performing the critical “reality check” function.

Because at the end of the day, an open, transparent government can always count on its higher trust levels, argue its case and debate with them even on the most contentious issues, and just let ordinary citizens form their opinion on the basis of the best information available.

How can governments transform citizen interest in participation into active participation in governance processes?

From experience, everything starts with information, or more specifically, adopting and actualizing information openness as a fundamental governance principle. Again, the challenge here is to continuously find ways of improving the way through which information is made available and accessible to ordinary citizens.

One way to do it is to regularly dialog with citizens and various interest groups, which is by the way good politics. This is what we did at the very outset. But later, we found these are not enough. So we created mechanisms that allow more active participation in governance, using shared information as basis for engagement.

Our i-Governance initiatives have used various paper-based and ICT tools in making information freely available to ordinary uncommitted citizens and households. We produced the Naga City Citizens Charter, a guidebook on 150 frontline city services, to bring transparency even to service delivery. We retooled and reengineered the city website to become a repository of all key information one will need about the city government, even our proposed and approved annual budgets by office, quarterly financial statements, bid tenders and results of these biddings.

In the case of Naga, what kind of role does the private sector play in furthering the implementation of participatory governance initiatives?

Particularly in the case of small peripheral cities that are resource-challenged like Naga, the private sector play a very important role, especially in bridging resource gaps through public-private partnerships (PPP) schemes.

The important thing to remember is that the private sector is driven by its own self-interest: the profit motive. The challenge for a local authority is to

identify areas where this powerful profit-motive can be channeled and mobilized to realize mutually beneficial ends, yielding or delivering social and economic goods that will benefit society at large.

How important are political will and committed leadership in sustaining participatory governance initiatives?

I would say political will and committed leadership are invaluable, both in the outset and beyond. For one, as demonstrated in the crafting of the Empowerment Ordinance, we expended a lot of political capital and commitment just to see it through and convince the City Council to look beyond short-sighted parochial self-interests and appreciate the opportunities and upsides of sharing power with committed stakeholders outside government.

I would put roughly the same weight at least through the medium term, to send across the message that the initiatives will be there for the long haul – just enough for them to build a momentum of their own. Over the last two decades or so, I guess we have invested just enough of these to make participative governance the norm in Naga. And we are counting on the momentum it gained all along to ensure their sustainability, even if we have already bowed out of office.

To access the full interview, please visit:

<http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028494.pdf>

Naga's Governance Model has remarkably demonstrated that civic engagement does work. Could you share with us 5 key recommendations for local government leaders who wish to pursue such type of governance model?

One, be more trusting of your fellow citizens. Believe that every citizen – regardless of his station in life -- can contribute in governance. They only need the opportunity to make their own contribution, which can be as simple as giving an opinion or suggestion on how to address an issue.

Two, be more open to and appreciate suggestions. Participative governance is always two ways and never a one-way street. We may have been thrust in a position to make the final decision, but remember that nobody has a monopoly of knowledge nor wisdom that informs good decisions.

Three, believe that civic engagement is a better way. For many, this is extremely difficult. But if you want to pursue a more participative governance, there is no other way but believe that civic engagement can make a world of difference for you and your locality.

Four, be ready to share power, and information, with others. Meaningful civic engagement can only be made possible if one is ready to let go of some power and share it with others. The most important of these power is information.

Fifth, be patient. Civic engagement is powered by a process of continuing conversation with other stakeholders of society. In many cases, if its time consuming, making patience paramount. But the returns can be tremendous, its outputs satisfying and its outcomes fulfilling.

DPADM SUBSTANTIVE TRAINING SESSION 2007 Glen Cove, 3-4 December 2007

A substantive training session on *Governance and the Implementation of the UN Development Agenda, including the MDGs* was held for DPADM on 3-4 December in Glen Cove, NY. The session's objectives were as follows:

- ◆ Promote governance and public administration capacities for development and strengthen DPADM's own substantive capacities in this area;
- ◆ Identify which elements are needed in strengthening governance capacities;
- ◆ Strategize on how to assess governance and public administration capacities;
- ◆ Discuss tools and strategies for strengthening governance and administrative capacities; and
- ◆ Discuss how better to focus on DPADM's themes and topics important for governance capacities for achieving the international development goals.

Presentations were made on the following themes: *United Nations Development Group (UNDG) Methodologies and Policy in Capacity Development*; *Governance for MDGs: Issues and Responses*; and *Update on MDGs, Targets and Strategies*.

Following the presentations, staff members were divided into working groups to examine the following questions:

i) How do current activities of the Division and your work in particular relate to capacity development for the implementation of the UN development agenda? and ii) What changes are needed in our activities and the way we undertake the activities to ensure that our work directly contributes to the implementation of the MDGs?

The answers to these questions are currently being compiled and analyzed in a final report of the substantive training session. Overall, the participants concluded that the substantive session was an important opportunity for pause and reflection on the important work being carried out by the Division in contributing to implementing the UN development agenda.



Joint UN- INTOSAI Platform for Public Accountability



9

INCOSAI XIX Congress resolved unanimously at its Second Plenary Session on 10 November 2007 in Mexico City to create the joint UN-INTOSAI Platform for Public Accountability under the leadership of the Chairman of the Board of Audit and Inspection (BAI) of the Republic of Korea, Mr. Yun-Churl Jeon.

Mr. Guido Bertucci, Director of DPADM will be his main counterpart within the UN system in this Platform. Mr. Jeon has since written Mr. Ban Ki-Moon, United Nations Secretary-General, on this joint initiative.

This decision followed the Panel on Public Accountability organized by DPADM with collaboration from the International Budget Project (IBP) of Washington, D.C. and the support of the International Organization of Supreme Audit Institutions (INTOSAI) and the Supreme Audit Institution of the Government of Mexico. The creation of this Joint Platform is a significant manifestation and outcome of the long-standing partnership between UNDESA and INTOSAI which has also embarked on a programme to support the Millennium Development Goals.



Dr. Josef Moser during one of his interventions at the 7th Global Forum's Plenary Session on Building Trust through Transparent Governance & Access to Information where he served as one of the keynote speakers.

The creation of this Joint Platform is a significant manifestation and outcome of the long-standing partnership between UNDESA and INTOSAI which has also embarked on a programme to support the Millennium Development Goals.

Dr. Josef Moser, Secretary-General of INTOSAI, in his Statement during the Panel on Public Accountability reaffirmed INTOSAI as a staunch advocate of closer exchange of experience and best practice with UNDESA in innovations in public administration and strengthening

government audit as a contribution to social and economic development. Dr. Moser also stated that INTOSAI supports cooperation with UNDESA in projects on civic engagement in public accountability, a position that he introduced at the 7th Global Forum in Vienna when he proposed to include in the Forum's recommendations the establishment of the joint UN-INTOSAI platform for collaboration in research, advocacy and capacity building for SAIs and CSOs in the area of public accountability.

UNDESA envisages the participation of other relevant departments and agencies of the United Nations System in this joint initiative with INTOSAI as well as of UNDESA's partner institutions such as the International Budget Project.

This development is a logical outcome not only of the decades of partnership between UNDESA and INTOSAI but also of the decision taken by DPADM to undertake a programme for advocacy and capacity building in forging partnerships between government and civil society in public accountability. The

Division has embarked on a series of strategically-planned related activities and projects designed to build upon the lessons learned and the experience gained from the preceding activities or projects. Relevant partner institutions were also brought into the scheme to strengthen the institutional and capacity framework of the programme.

INTOSAI has proposed the following possible areas to be targeted by the Joint Platform

- ❑ *capacity building of Supreme Audit Institutions;*
- ❑ *follow up and audit of cross border funding, for example, the INTOSAI Tsunami initiative for disaster-relief funds;*
- ❑ *value and benefits of SAI partnership with CSOs; and*
- ❑ *international money laundering and corruption.*

In 2005, DPADM held a workshop on Auditing for Social Change in Seoul, Korea in partnership with INTOSAI, BAI of the Republic of Korea and the IBP, an international NGO specializing in civil society engagement in People Budgeting and Participatory Audit. A publication on Auditing for Social Change was issued by UNDESA.

DPADM and IBP partnered again together with the Eastern Regional Organization on Public Administration (EROPA) in November 2006 in Manila, Philippines on the Dialogue on Civil Society Engagement in Public Accountability, which provided a forum for selected SAIs and counterpart CSOs to dialogue on issues, concerns and possible areas of collaboration between them in public accountability. It is noteworthy to mention that the Board of Audit and Inspection of the Republic of Korea, one of the SAI participants in Manila, has recently decided to send the Deputy Auditor-General of BAI to IBP in Washington D.C. for a year to learn more about the role and potential benefits of engaging civil society in participatory audit.

Building Trust in Government through Economic and Social Councils

Stemming from its work on participatory governance, the Socio-economic Governance and Management Branch of DPADM has embarked on a programme of research, analysis and advocacy of Economic and Social Councils (ESCs) as multi-stakeholder consultative bodies that promote civic engagement in macro-economic policy making by bringing the concerns and views of civil society organizations, private sector, trade unions, non-governmental organizations and academics into the policy deliberations. This programme aims to enhance the knowledge database of DPADM on the origins of ESCs and its development at the country level, by particularly examining the role of ESCs as a tool for advocating civic engagement in policy development.

This programme of work also endeavors to become a focal point within the United Nations system on research and analysis on ESCs and to contribute to intergovernmental dialogue on civic engagement in policy development and to strengthen capacity building programmes, advisory and training services of countries with existing ESCs as well as those considering establishing such institutions.

In November, the Branch launched the UNDESA website on ESCs and Similar Institutions which features per-country Global Directory of ESCs and legislative instruments that support the establishment of these institutions. This Global Directory is the initial phase of what the Division plans to expand into a wider body of research that will showcase strategies and best practices that have been instrumental in fostering broad civic participation in public policies.

First established in Europe in the 1950s, ESCs have been one of the more well-known institutions that encourage greater participation from citizens in what were traditionally considered as purely government concerns and an essential tool to improving governance and building trust in governments. ESCs have been acknowledged as significant and instrumental mechanisms in facilitating valuable dialogue and discussions between civil society organizations, private sector and the government.

In the early 1980s, there were about fifteen national ESCs. Currently, the number has increased to over fifty. While many ESCs have their origin in creating platforms for dialogue to resolve challenges emerging from liberalization and privatization, a number of these ESCs have since broadened their scope to include civil society participation, thus contributing to broader social and environmental issues in policy discourse.



UNDESA website on ESCs

http://www.unpan.org/countryprofiles_Economic&SocialCouncils.asp

The preliminary research conducted on available literature and other research work on ESCs show that very limited data is available on those institutions. In this regard, UNDESA conducted a Perception Survey of ESCs in December 2006, in selected countries in Asia, Europe and Latin America, to measure their perceptions about the effectiveness of their Councils. The preliminary findings are reported in the Paper on [*Institutionalizing Civic Engagement for Building Trust: The Case of the Economic and Social Councils*](#).

In November 2007, a second survey targeting ESCs' Presidents and focal contacts was conducted in English, French and Spanish and sent to 44 ESCs. This survey aims to gather responses that will demonstrate the level of involvement that civil society plays in these institutions and to provide evidence on the level of impact civil society in the policy-making process. Building from the findings of these surveys, SGMB intends to feature ESC country profiles in the UNDESA website on ESCs.

The Division aims to partner with the International Organization of Economic and Social Councils and Similar Institutions and other relevant regional organizations in the development and implementation of this programme.

http://www.unpan.org/countryprofiles_Economic&SocialCouncils.asp

World Civic Forum

Promoting Civic Engagement for Global Values: Role of Education and Leadership

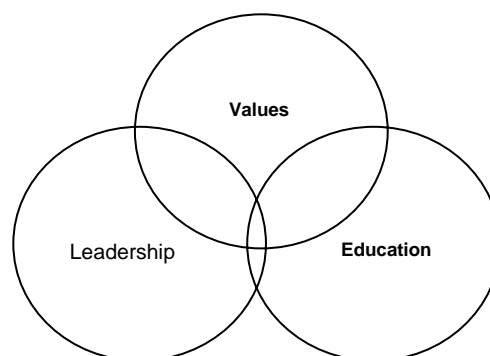
The World Civil Forum (WCF) 2009 is part of a joint initiative between DPADM and Kyung Hee University in Seoul, South Korea to respond to the challenge of global civic engagement, in particular, the urgent need to promote global civic values and leadership through cooperation among key stakeholders in the field of civic education and leadership training.

The WCF 2009, which will take place in 12 to 15 May 2009 in Seoul, preceding the 60th Anniversary of the Founding of Kyung Hee, will act as a multi-stakeholder consultative process where key global players can share their visions and experiences of civic education and leadership formation.

WCF 2009 is expected to be a sustainable space for in-depth inter-cultural dialogue and reflection for global action. It is also expected to critically complement past and existing non-UN global processes such as the World Economic Forum (WEF) and World Social Forum (WSF) by focusing on the university's role and those of other higher learning institutions including public administration training institutes, to promote global civic education and leadership formation in partnership with civil society organizations and the UN in addressing global and national challenges.

This ongoing process is expected to produce tangible results such as the "Declaration on Civic Engagement" and "Guideline on Global Civic Values Education" and establish "Pro-poor or Pro-Engagement Leadership Forums" in 2009. The latter is also consistent with the recommendations made in 2007 World Public Sector Report, *People Matter: Civic Engagement in Public Governance*.

Three Pillars of the Tripartite Partnership for Civic Engagement



Kyung Hee University and the UN

Increasingly, universities around the world play a key role in advancing the cause of humanity. In this regard, Kyung Hee University of the Republic of Korea has consistently played a major role, through education, training and international level dialoguing, in promoting the cause of peace and development. By sponsoring international conferences, forums and by bringing international actors together, the University has demonstrated the value of social mobilization in achieving these goals of peace and social justice. Among its other achievements, the University initiated the United Nations International Year of Peace in 1986 and the subsequent annual Day of Peace, as well as the 1999 Seoul International NGO Conference.

Memorandum of Understanding Kyung Hee University and DPADM

In September 2006, Kyung Hee University Global Academy for Neo-Renaissance (KHU GANR) and DPADM signed the Memorandum of Understanding (MOU) for academic exchange and cooperation. They agreed to hold joint programs in fields of governance and public administration, particularly on socio-economic governance, knowledge management and e-government and public administration networking. Joint research activities, seminars and publications are also planned for the future. The officials designated to serve as liaison between these two parties are: Mr. Adil Khan, Chief, Socio-Economic Governance and Management Branch, DPADM/ UNDESA and Professor Euiyoung Kim, Program Director of the Global Academy for Neo-Renaissance.



Guido Bertucci, Director, DPADM and Inwon Choue, Rector of Kyung Hee University sign the Memorandum of Understanding.

Global Forum on



Building Trust through Civic Engagement : Caribbean Regional Forum and 7th Global Forum on Reinventing Government

Road to the Global Forum: Caribbean Regional Forum

The Regional Forum on Reinventing Government in the Caribbean on Building Trust in Government: Improving Public Management through Civic Engagement was held in Barbados from 7 -8 May 2007.

The Caribbean Regional Forum was organized by DPADM in partnership with the Caribbean Centre for Development Administration (CARICAD), United Nations Development Programme (UNDP) Barbados and the Organisation of Eastern Caribbean States (OECS). The Government of Barbados hosted this Regional Forum. This Forum acted as an important preparatory platform for the Global Forum on Reinventing Government held in Austria this June. More than a hundred international and regional participants attended the Forum, representing governments and civil society organizations as well as UNDESA, UNDP, CARICAD and the European Union.

The Regional Forum provided an opportunity to share innovations and best practices of governments and civil societies with the aim of enhancing the quality and effectiveness of governance within the Caribbean region. The concept of building greater trust in Caribbean governments by their citizens was discussed against the backdrop of the implications for achieving internationally agreed development goals such as the Millennium Development Goals (MDGs), and longer-term sustainable human development of the region of Small Island Developing States (SIDS). It highlighted the issues of building trust in government in the SIDS region, the key challenges of engaging citizens within the region, and the opportunities that exist to improve trust in Caribbean governments through civic engagement.

Participants recognized that greater education and capacity enhancement of all stakeholders about the roles, functions and methods of citizen engagement, and the role of all actors in participation is essential to the improvement of public management and contribute to enhancing trust in government. The participants concluded that a civic engagement process ought to be complemented by shared commitment to participation, establishing a framework of participation, and finally establishing monitoring and evaluation mechanisms to assess both the processes and the outcomes of participation.



Opening Session of the 7th Global Forum Workshop V on Building Trust through Civic Engagement (From left: Herrington Bryce, Naresh Singh, Siddiqur Osmani, Gertrud Shlicker and M. Adil Khan).

7th Global Forum on Reinventing Government

The 7th Global Forum on Reinventing Government took place at the United Nations Headquarters in Vienna from 26 to 29 June 2007. Under the theme of *Building Trust in Government*, the Forum provided plenary sessions and a series of parallel capacity development workshops on different aspects of revitalizing governance and public administration as means of restoring worldwide public trust in Government. Participants included ministers, senior government officials, parliamentarians, mayors, civil society representatives, and the private sector.

The Forum was organised as part of a UN system wide partnership led by the UNDESA. The 7th Global Forum discussed key issues in strengthening sound governance and public administration to promote trust in government and achieve the MDG targets.

Workshop V on Building Trust through Civic Engagement was organized by DPADM in collaboration with partner institutions including the Eastern Regional Organization for Public Administration (EROPA), Kyung Hee University (Republic of Korea), the International Budget Project of Washington, D.C., Queensland (Australia) Community Engagement Alliance, and the New York University Wagner Graduate School of Public Service.

DPADM and its partners chose the topic of Building Trust through Civic Engagement in recognition of the need to explore the options and means to articulate and advocate the role that citizen engagement can play in public policy, service delivery and public accountability.

7th Global Forum—Building Trust through Civic Engagement

Global Forum on

Reinventing
Government

"Civic engagement is not an alternative to representative government. There is a need to ensure that effective engagement achieves a balance between outcomes and accountability."

One of the key recommendations from the workshop



Minister Protais Musoni of Rwanda delivered his presentation on "Rebuilding Trust in post-conflict situation through Civic Engagement: The Experience of Rwanda."

Panelists in the Workshop included Cr Paul Bell, Patrick Bishop, Herrington Bryce, Michael Cuthill, Neil Doyle, Alberto Ferrucci, Andreas Henkel, Greg Hoffman, Eui-Young Kim, Warren Krafchik, Robert Miles, Amitabh Mukhopadhyay, Minister Protais Musoni of Rwanda, Peter Oliver, Siddiqur Osmani, Sonia Ospina, Jean-Claude Pasty, Vivek Ramkumar, Mayor Jesse Robredo of Naga City, Philippines, Naresh Singh, Hyuk-Sang Sohn, Paul Smoke, Ryan Song and Tanja Timmermans.

Successful civic engagement case studies demonstrated the importance of an enabling access to legal status, information and the political environment. The importance of media, legislators and auditors together with civil society as critical partners in effective government were also highly articulated. Furthermore, the workshop noted that multi-stakeholder decision-making groups such as the Economic and Social Councils are emerging in many countries as viable options of civic engagement in macro-economic policy making.



Panelists at the Session on the Queensland's Experience on Civic Engagement. (From left : Michael Cuthill, Paul Bell, Peter Oliver, and Neil Doyle.)

Key Recommendations from the Workshop

- ✓ Genuine communication among all stakeholders is essential to make government leadership more effective, accountable and to build trust and create an enabling environment;
- ✓ Civic involvement must include engagement in the entire decision-making cycle including planning, policy making, implementation and evaluation. Engagement has to be ensured at the early stages of the processes and sustained throughout;
- ✓ Effective and transparent audit and accountability mechanisms that can mainstream civic engagement in the audit processes contributes to strengthening of public accountability;
- ✓ Government and civil society need to recognize that sound and accountable governance involves managing risk through effective leadership; and
- ✓ The United Nations must continue its work in deepening its understanding of the various options and processes for civic engagement, including providing technical cooperation support for capacity building in Government and civil society as well as facilitating the exchange of best practices information and research on improving and evaluating methods at the international level.

Capacity Building Tools for Participatory Governance

Civic Engagement in Public Policies: A Toolkit

This publication highlights emerging innovative processes, methods and mechanisms that foster the engagement of civil society, the private sector and citizens in general in public policies. The Toolkit articulates the need to enhance civil society/government engagement for achieving pro-poor policies, equity and social justice. It also presents the roles of the main stakeholders, the contents and outcomes, and the methodologies and techniques of civic engagement.

It is envisaged this Toolkit will contribute to enhancing capacity building in civic engagement, strengthening the impact of public policies and supporting participatory governance and pro-poor development based on the principles of sustained economic growth, equity and social justice for the effective implementation of the MDG targets.



Online Training Course on Results-Based Monitoring and Evaluation (RBME)

The Road Map towards the implementation of the United Nations Millennium Declaration requires the formulation of discernible targets of development. The basis of the Road Map and the MDG implementation is the Results-based Monitoring and Evaluation (RBME). RBME constitutes a drastic shift from the traditional approach of monitoring development activities to monitoring outcomes since this allows necessary adjustments of strategies, timelines and targets.

This Online Training Course aims to train government officials, civil society and community-based organizations, including other development partners, towards improving the implementation of the MDGs at the local and community level. It focuses on the following themes: a) concepts and framework; b) linkages between MDGs at the national-level and local/community level targets; c) tools and techniques for monitoring and evaluation including basic data requirements; d) linkages and relationships with MDG partners and stakeholders and e) reporting and dissemination of RBME outcome guidelines.

Community-based organizations for Policy Formulation

At the request of the Government of Aruba, the Socio-economic Governance and Management Branch of DPADM was invited to participate in a series of meetings with various government agencies and other stakeholders held from 20 October to 6 November 2007, on a government project designed to develop a community-based information system that will provide the necessary indicators that are not presently covered by existing databases and surveys of the government statistical bodies and other information agencies. In the case of Aruba, parish churches and community-based organizations play a significant role in "informal services delivery", particularly to those who are deemed vulnerable and at risk. The community-based system approach will pave the way for a more meaningful and more comprehensive policy for services delivery to Arubans at risk who are not presently being provided such services by the Government.

DESA's role in the initiative was to provide advice on the requisite institutional framework that would ensure and sustain the commitment and participation in the project, not only of the relevant government ministries and departments, but also of the civil society organizations, church groups and other community-based groups. In its recommendations, DESA also proposed the active participation of members of Parliament in the creation of the information system and the institutional framework and advised the incorporation of the media in the process for public dissemination and transparency and accountability concerns.

Australia goes People Budgeting!

Similar to the 'people budget' concept initiated and practiced in several developing countries, the Australian Labour Party which won the recent election on a strong agenda of inclusive governance, has in the wake of preparation of its first budget, opened up the process and asked for citizen submissions and consultations into the budget process.

Source: Press Release- New Treasurer Calls for Community Input into Budget (the recently elected and appointed Finance Minister of Australia), 4 December 2007.

Recent Publications



[Public Enterprises: Unresolved Challenges and New Opportunities](http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN022073.pdf)

This publication features the papers presented and views expressed during the Expert Group Meeting on “Re-Inventing Public Enterprises and Their Management” held from 27 to 28 October 2005. It examines the role of Public Enterprises (PEs) in today’s economy, especially within the context of the realization of the Millennium Development Goals (MDGs) and their management, more particularly, the performance monitoring issues of PEs. This report attempts to advance the debate on the subject further and articulate more clearly the needs and options of PEs so that the Member States are in a better position to determine the usefulness of PEs in the implementation of their national development goals as well as of the MDGs and to address the geopolitical, institutional and administrative challenges in the management of PEs. <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN022073.pdf>

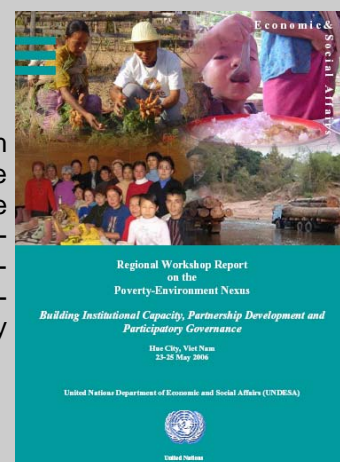
[Participatory Governance and the Millennium Development Goals \(MDGs\)](http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028359.pdf)

This publication resulted from the findings of the Expert Group Meeting (EGM) organized by DPADM on Engaged Governance: Citizen Participation in the Implementation of the Developmental Goals including the Millennium Development Goals, which was held at the United Nations Secretariat, New York, from 1-2 November 2006. The EGM convened leading experts on the subject, with the goal of providing a platform for dialogue and exchange of insights and experiences on the role of engaged governance and participation in the implementation of development goals. The meeting covered topics including the pre-conditions for effective participation, the impacts of engaged governance, the efficacy of community engagement in the attainment of the MDGs, and the lessons learned from case studies in community participation. <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028359.pdf>

[Regional Workshop Report on the Poverty-Environment Nexus: Building Institutional Capacity, Partnership Development and Participatory Governance](http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028414.pdf)

This report is the output of the Inter-regional Workshop conducted in Hue City, Viet Nam from 23 -25 May 2006, which focused on the issues of institutional engagement at the local and national levels in addressing the challenges of poverty and environment in the Asian region. The Workshop highlighted DPADM’s technical cooperation project on Networking and Capacity Building for Poverty Alleviation through Community-based Development in the Areas Affected by Environmental Degradation as an example of best practice cases in capacity building and networking to eradicate poverty in environmentally degraded regions in Central Asia and Southeast Asia.

<http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028414.pdf>



[Building Trust Through Civic Engagement](http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028357.pdf)

This publication is the result of the Workshop on Building Trust through Civic Engagement, held as part of The 7th Global Forum on Reinventing Government: Building Trust in Government, which took place at the United Nations Headquarters in Vienna from 26 to 29 June 2007. The Workshop provided a space to explore the role of civic engagement in building trust in government, highlight best practices and lessons learned, and address the capacity building issues related to forging ongoing partnerships to foster civic engagement in government processes. This resulting publication addresses these issues with the goal of advancing the understanding of successful civic participation in public governance. <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028357.pdf>

[Opportunities and Challenges of Civic Engagement in Socio-economic Policies in the Arab Region](http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028413.pdf)

This report is an output arising from the Arab Regional Workshop on “Opportunities and Challenges of Civic Engagement in Socio-Economic Policies” held during March 2007 in Amman, Jordan. The report presents a conceptual overview of civic engagement, particularly its impact on macro-economic policies, national and local development, and the internationally agreed development goals including the MDGs. The report articulates the importance of engaging citizens’ participation in all phases of socio-economic policies including the design, planning, implementation, monitoring, evaluation and audit at national and local levels. It also highlights various institutional arrangements, methods, approaches and processes which are essential for sustaining a results-oriented civic engagement. To access, please visit: <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028413.pdf>

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United Nations

FORTHCOMING EVENTS

- ◆ **Finalization of the Social Charter for the Arab Region**
 Amman, Jordan, 8-9 January 2008
- ◆ **Arab-Africa Capacity building Workshop to Launch the Arab-Africa Citizen Engagement Network (AACEN)**
 Nouakchott, Mauritania, 29 - 31 Jan 2008
- ◆ **Building Trust in Government in Asia Pacific through Governance Innovations**
 Honolulu, Hawaii, 28- 30 Jan 2008
- ◆ **UN Panel on Participatory Governance, World Conference on Development of Cities**
 Porto Alegre, Brazil, 13-16 Feb 2008
- ◆ **World Public Sector Report Launching**
 New York, New York, Feb 2008
- ◆ **Board Meeting of Global Center on ICT in Parliament**
 New York, New York, 28 Feb 2008
- ◆ **7th Session of the Committee of Experts on Public Administration**
 New York, New York, 14 -18 April 2008

PLANNED ACTIVITIES FOR THE FIRST QUARTER OF 2008

Economic and Social Council Panel on Public Accountability
 Expert Group Meeting on Economic and Social Councils
 Arab Government Excellence Forum (UNPAN Launching)
 ACE Project—The Electoral Knowledge Network Steering Board and Management Committee Meeting

7th Session of the Committee of Experts on Public Administration New York, New York, 14 -18 April 2008

The 7th Session of the Committee of Experts on Public Administration (CEPA) will be held on 14-18 April 2008, at the United Nations Headquarters in New York. The approved agenda by the Economic and Social Council (ECOSOC) is as follows:

- ◆ Capacity-building for development, including post-conflict reconstruction of public administration and crisis/disaster management;
- ◆ Compendium of basic United Nations terminology in governance and public administration;
- ◆ Review of the United Nations Programme in Public Administration and Finance; and
- ◆ Public administration perspective on the theme of the Annual Ministerial Review of the high-level segment of the Economic and Social Council (Implementing the internationally agreed goals and commitments in regard to sustainable development)

The 60th commemoration of the UN Programme on Public Administration and Finance will also be highlighted in the next session of CEPA. It is envisaged that ECOSOC will approve the Secretary General's nomination for the replacement of Professor Dennis Rondinelli who passed away last year, and that the replacement will be able to participate in the 7th Session of CEPA.