

Good Governance Democratic Decentralization & Social Accountability

Focus Areas

- **Part 1:** Understanding Good Governance
- **Part 2:** Understanding Decentralization & Deconcentration
- **Part 3:** Participation, Citizenship and Accountability: Fundamentals of Social Accountability

Part 1: Understanding Good Governance

What Do You Mean by A Good Society?

Basic Needs

- Economic Security
- Social Services
- Physical Security and Peace

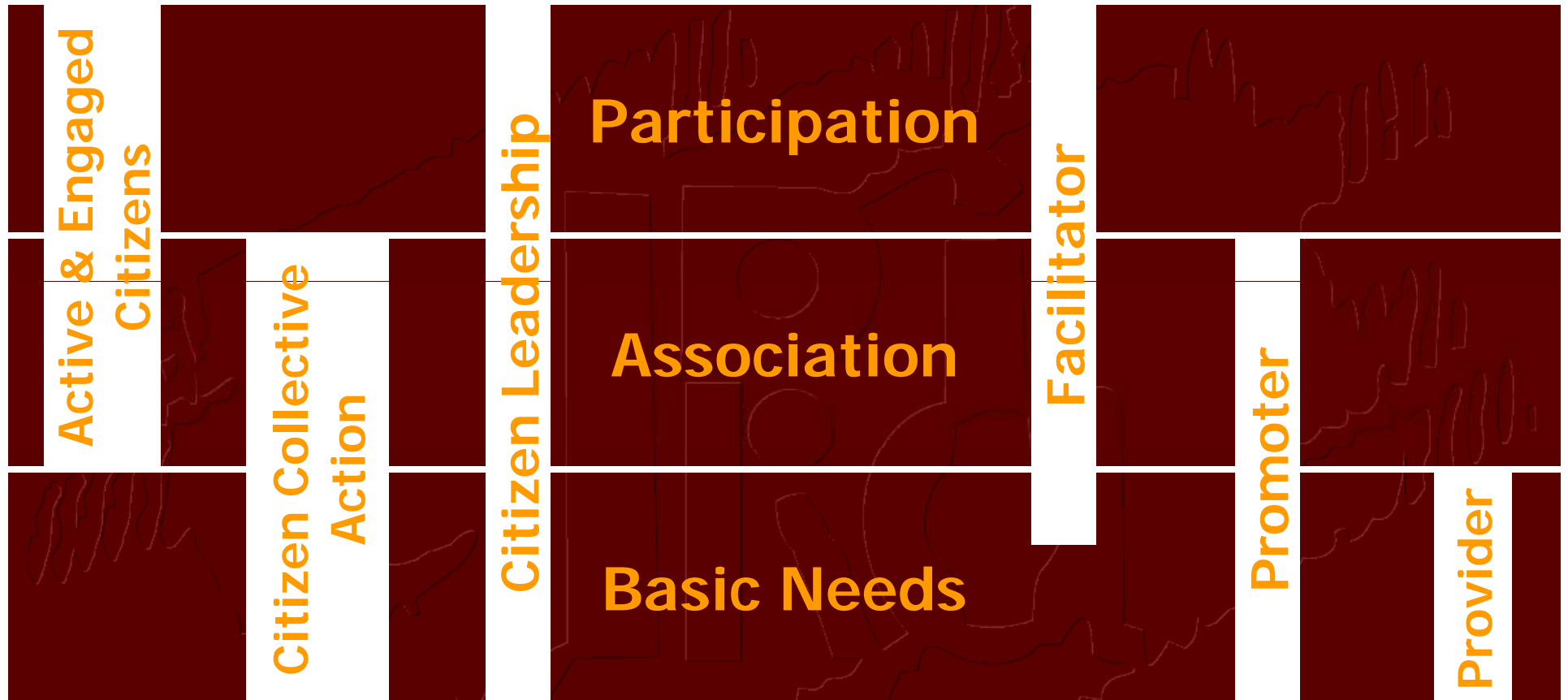
Participation

- Responsive & Inclusive Governance
- Equal Rights and Justice

Association

- Respect for Culture & Heritage
- Caring & Sharing

Roles of Citizens & State



Citizen Roles

State Roles



A Reality Check

- growing disenchantment of citizens with government institutions
- declining capacity of government institutions to respond to diverse interests and expectations
- increasing gap in the policies and their practical elaboration
- growing distance with and alienation of the poor and the marginalized from the elite-dominated institutions of government
- continued persistence of problems of poverty, exclusion and marginalization
- growing importance of national and transnational private business interests

Approaches to Governance (1)

- Whose responsibility is to govern the nation-state?
- What's the difference between government & governance?
- Joint responsibility of government, citizens/ civil society & market
- Government – executive, legislature & judiciary

Approaches to Governance (2)

- Efficient and effective public management process in discharging governing functions (peace, law and order, economic growth & social security) – **WB**
- Methods of distribution of power and management of public resources and problems – **UNDP**
- Governance is the joint responsibility of the state, market and citizens to mobilize & utilize public resources & promote public decision-making towards the advancement of common public good – **PRIA**

Good Governance : Attributes (1)

Attributes	Donors	Govt.	CSOs
Accountability (political & administrative)	***	***	***
Transparency	***	***	***
Participation	***	***	***
Justice	***	***	***
Responsiveness	***	***	***
Rule of Law	***	***	***
Effectiveness (service delivery)	***	***	***
Efficiency (managing resources)	***	***	***

Good Governance : Attributes (2)

Attributes	Donors	Govt.	CSOs
Democratic Decentralisation	***	***	***
Freedom of Association	*	*	***
Freedom of Speech	**	*	***
Freedom of Information	**	*	***
Voice of Marginalized	*	*	***
Public Legitimacy	*	*	**
Cooperation with Civil Society	*	*	**

Part 2: Understanding Decentralization & Deconcentration

Decentralization

- **Transfer** of **decision making power**
- **Assignment** of **accountability** and **responsibility** for results
- Accompanied by **delegation** of commensurate **authority** to individuals or units at all levels of an organization
 - even those far removed from headquarters or other centers of power

UNDP Definition of Decentralization

Decentralization, or decentralizing governance, refers to the restructuring or reorganization of authority so that there is a system of co-responsibility between institutions of governance at the central, regional and local levels according to the principle of subsidiarity, thus increasing the overall quality and effectiveness of the system of governance, while increasing the authority and capacities of sub-national levels... ..

World Bank Definition of Decentralization

“ . . . Decentralization entails the transfer of political, fiscal, and administrative powers to sub-national units of government. A government has not decentralized unless the country contains 'autonomous elected sub-national governments capable of taking binding decisions in at least some policy areas...

Types of Decentralization

1. Devolution
2. Delegation
3. Deconcentration
4. Privatization/Divestment

(some categorize it as one type of decentralization while many do not agree to include it as a type of decentralization)

1. Devolution

The transfer of authorities to legally constituted autonomous governance bodies is often referred to as devolution and is the most common understanding of genuine decentralization. Through devolution, the central government relinquishes certain functions or creates new units of government that are outside its direct control. Devolution includes transfers of Functions, Finance and Functionaries.

2. Delegation

Transfer of government decision-making and administrative authority and/or responsibility for carefully spelled out tasks to institutions and organizations that are either under government indirect control or semi-independent. Most typically, delegation is by the central government to semi-autonomous organizations not wholly controlled by the government but legally accountable to it, such as state owned enterprises and urban or regional development corporations.

3. Deconcentration

The process by which the agents of central government control are relocated and geographically dispersed. It is just one of administrative decentralization which redistributes decision-making authority and financial and management responsibility among levels of the central government; there is no real transfer of authority between levels of government. It may involve only a shift of responsibilities.

Deconcentration and Decentralization

Transfer of Authority to	Aspects of Governance Transferred			Generic Name
	Policy/Decision Making	Financial Management	Admin/ service delivery	
Autonomous Lower Unit	Devolution	Devolution	Devolution	Devolution
Semi-autonomous	Delegation	Delegation	Delegation	Delegation
Subordinate or Sub Unit	Directing	Allocating	Tasking	Deconcentration
External/Non Governmental	Deregulation	Privataization	Contracting	Diverstement

Deconcentration

Further Thoughts

- Involves very limited transfer of authority
- Involves the transfer of authority for specific decision-making, financial and management functions by administrative means to different levels under the same jurisdictional authority of the central government
- The least extensive type of administrative decentralization
- The most common found in developing countries
- General deconcentration occurs to the extent that a variety of tasks are deconcentrated to a horizontally integrated administrative system
- Functional deconcentration occurs to the extent that specific tasks are deconcentrated to the field units of a particular ministry or agency

Part 3: Participation, Citizenship and Accountability: Fundamentals of Social Accountability

Approaches to Participation

- Historical approach
 - Traditional forms & mechanisms – castes, villages, tribal/indigenous
 - Voluntary, self help
 - Independent of external inducement
 - Modern forms and mechanisms – VEC, WSC, Village Council
 - Sectoral and projectized
 - Grassroots governance (through local governance)
 - Externally induced

Approaches to Participation

- Bottom-up approach
 - Stratification at the bottom
 - Focus on poorest of the poor and most marginalized
- Political & cultural meanings of participation
 - Beyond voters and consumers
 - Cultural meanings – sense of belonging & responsibilities – community, fraternity & kinship

Approaches to Citizenship

- Polarity 1: Individual & Collective
- Polarity 2: Rights & Obligations
- Polarity 3: Constitutional & Humanistic
- Polarity 4: Nation-State & Citizenship

Approaches to Accountability

- Citizens are increasingly becoming mistrustful of public institutions & government agencies
- Traditional accountability mechanisms are proved to be inadequate to safeguard rights of citizens
- Need for broadening the definition – horizontal, vertical and diagonal

Good Governance : Three Pegs

