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Governance, Democracy Assistance, and Public Sector Performance

UNIFEM. (2006), [“Promoting Gender Equality in New Aid Modalities and Partnerships,”](#) UNIFEM Discussion Paper, United Nations Development Fund for Women

This paper, by the United Nations Fund for Women (UNIFEM), suggests that the new aid effectiveness agenda, set out in the Paris Declaration on Aid Effectiveness, can be harnessed to speed up implementation of gender equality commitments. While gender equality is central to achieving the Millennium Development Goals (MDGs), the importance of gender equality to development effectiveness is not acknowledged through impact assessments or other measures. National development plans and poverty reduction strategies can fail to incorporate gender equality goals adequately. Assessments of the quality of national ownership that fail to determine the extent to which women’s priorities are reflected in national development plans will result in a gender-biased measure of ownership. New indicators of aid effectiveness do not measure the flow of resources to local levels. Such indicators should include assessments of how effectively local government spending addresses women’s needs. There are few examples of public sector reform and good governance efforts that fully integrate a gender equality perspective. The stress placed on national ownership provides an opportunity to ensure that women play a role in articulating women’s needs and seeking responses from policy-makers. Women’s ownership of national development processes requires investment in their analytical capacity, in policymaker’s gender analysis skills and in terms of donor support. Ultimately, gender equality outcomes will be important signs of the effectiveness of the new approach to aid delivery and partnership. The cross-cutting nature of gender equality priorities can be a challenge to monitor, but this can be addressed by finding indicators that link different national commitments.

Schiavo-Campo, S., (2007), [“Budgeting in Postconflict Countries,”](#) in [Budgeting and Budgetary Institutions](#), ed. A. Shah, The World Bank

How should public expenditure management be approached in post-conflict countries? This book chapter from the World Bank recommends making post-conflict reforms

simple and adapted to critical capacity lack in transitional governments. Immediate reconstruction needs should be balanced with medium term peace-building goals. Violent conflicts do more than kill people and destroy physical facilities. They short-circuit the rules that keep human interaction constructive and predictable, target individuals and organizations who administer those rules, and wipe out positive social capital. Post-conflict reconstruction is an institutional challenge requiring the balance of immediate priorities with longer-term policy and institutional development. Budgeting in post-conflict environments is difficult because most aid is offered immediately after cessation of conflict, when there is minimal capacity to manage it. Lessons from budgeting experience in stable developing countries cannot be applied in their ordinary form to war-torn states. One policy pointer is the creation of a realistic, public, and reasonably comprehensive budget, with an open and consultative budget process to foster participation and allay suspicion.

DFID. (2006), ["Eliminating World Poverty: Making Governance Work for the Poor,"](#) White Paper no. 3, Department for International Development, London

In 2005, rich and poor countries promised more and better aid. Whilst there has been progress, much remains to be done. This white paper, by the Department for International Development, sets out how the UK government will work with others to deliver these promises. It outlines key commitments in relation to building states that work for the poor, helping people get security, incomes and public services, tackling climate change and reforming the international system. The last two decades have seen dramatic progress in reducing poverty, but this progress has been uneven. Africa will not meet any of the MDGs, and by 2015 over 90 percent of the world's poor will live in Africa and South Asia. Gender discrimination is holding back economic growth and sustainable development, and one third of the world's poor now live in fragile states. In support of promises made in 2005, the UK government will concentrate its aid in countries with the largest number of poor people, including middle-income countries. It will work more in fragile states which are most off track with the MDGs, and give greater priority to gender equality. It will also make sure that its wider policies create an international environment that promotes development. Efforts to eliminate world poverty are not only morally right, but will also create a safer, more prosperous world. Eliminating poverty means tackling many issues simultaneously, one of which is governance. Good governance is essential to combating poverty. Governance is about politics, or the way in which citizens and governments relate to each other. Good governance requires state capability, responsiveness and accountability. It means making politics work for the poor.

UNDP. (2008), ["Making the Law Work for Everyone,"](#) Volume 1, Report of the Commission on Legal Empowerment of the Poor, United Nations Development Programme

This report from the Commission on Legal Empowerment of the Poor explores the relationship between poverty and access to justice. Four billion people cannot better their lives because they are excluded from the rule of law, their work and assets insecure and unprotected. A renewed anti-poverty agenda is needed to include the majority of the world's population in the systems of rights and obligations that foster prosperity. The Commission identifies four 'pillars' of legal empowerment reform required at the centre of national and international efforts to provide protection and opportunities for the poor. These are access to justice and the rule of law, property rights, labor rights and business rights. In a comprehensive agenda, the four pillars of legal empowerment reinforce each other. Effective institutions and laws give individuals the confidence to cooperate with others over time and distance, thereby steadily creating wealth. Productivity gains released through reform in one area carry over into others. To succeed, legal empowerment has to lead to systemic change, including institutional reform. Successful approaches are likely to involve: broad political coalitions that smooth the way to legal empowerment and help overcome resistance, diversion, and delay; knowledge of, and being attuned to, the political context and reforms based on a deep and shared understanding of local conditions in both the formal and informal economy; attention given in all four domains to gender issues, indigenous peoples' rights and customary law; participation of the poor involving feedback in all phases of the reform and the close monitoring of the results; and strong political leadership by presidents and prime ministers in cooperation with ministers of finance, justice, and labor, as well as bottom-up approaches.

ICT for Development

Chris Westrup, C & Saheer, A. (2008), ["Nation States, Networks of Flows and ICT-Enabled Development: Learning from Jordan,"](#) Institute for Development Policy Management (IDPM)

This paper argues that information and communication technology (ICT)-enabled development needs to be conceptualized within a dialectic process of globalization where, on the one hand, the flows of capital, commodities and information are expanding and accelerating while, on the other, nation states are essential components in providing the infrastructures for production, regulation and consumption of these flows. For countries with developmental strategies, this has led to the emergence of developmental network states where a networked polity of private/public agencies is central to "glocal" processes linking the global movement of capital, commodities and information with local circuits of capital, labor and infrastructure. Institutions of a developmental network state have to negotiate a series of dilemmas centered on over-autonomy vs. over-embeddedness on the one hand and the capability to sustain and develop through time and space. These concepts enable an analysis of the role of states engaged in ICT-enabled developments and require a network-based approach based on multi-scalar analysis. Jordan and REACH, its program of ICT-enabled change, are analyzed. Jordan is shown to be a recent developmental network state with REACH

being paradoxically over-embedded and over-autonomous – indicative of the difficulties for a post-colonial country in creating a network polity. The mediation of “glocal” processes in REACH shows how important a variety of non-market mechanisms are to the working of ICT-enabled development and their absence can help explain early problems with REACH failing to achieve its targets for ICT foreign direct investment.

South and Central Asia

GSDRC Helpdesk. (2009), [“Gender and Elections in Afghanistan,”](#) Governance and Social Development Resource Centre

Press coverage around the recent presidential elections in Afghanistan emphasized the low turnout of women voters, highlighting the shortage of female staff at polling stations, proxy voting by male family members, and the threat of retributive violence against women voters and candidates as key factors. However, the academic literature is largely silent on these issues, both in the Afghanistan context and more generally. According to one author, relatively little is known about the actual dynamics of women’s access to the polls and their opportunities to stand as candidates. Most studies of women’s political participation focus on the problem of low levels of female representation in government. This stream of research considers the structural and cultural conditions that make it difficult for women to be nominated as candidates and to win political office, as well as the behavior of female parliamentarians once in government. This literature finds that there are many obstacles to women’s equal participation in elections, including gender stereotypes, psychological and traditional barriers, and inequalities in education, training and resources. Also, political parties, ethnic groups or clans can often be dominated by men, leaving little opportunity for women to enter the political process through established political groups. Other barriers may be built into political structures, including certain types of electoral systems or candidacy restrictions based on educational qualifications or other factors.

Wardak, A., Saba, D. and Kazem, H. (2007), [“Bridging Modernity and Tradition: The Rule of Law and the Search for Justice,”](#) Afghanistan Human Development Report 2007, Center for Policy and Human Development, Kabul University

This report from the Centre for Policy and Human Development highlights the links between human development and the rule of law. It makes the case for a hybrid model of Afghan justice involving a collaborative relationship between formal and informal justice institutions. The failure of state and non-state institutions to work together is inhibiting improvement to justice delivery in Afghanistan. A model that allows traditional justice institutions to cooperate with state institutions is required. This would harness the positive aspects of non-state dispute settlement institutions while ensuring that decisions are compatible with the Afghan Constitution, Afghan laws, and international human rights standards. The proposed hybrid model would establish institutional links between formal and informal justice in Afghanistan. Despite advances

in human development since 2002, Afghanistan is not progressing fast enough to achieve its Millennium Development Goals (MDGs) by 2020. The report highlights the broader human development agenda and explores the current traditional and state justice institutions. Tensions between the formal and informal justice systems need to be reconciled by fostering the respective strengths of these competing and conflicting approaches to the rule of law. Further recommendations include: a renewed and more coherent strengthening and restructuring effort in the formal state institutions of justice; assessments of the efficacy of the rule of law that go beyond the content and application of laws to determine how they enhance citizens' capabilities and freedoms; redoubled anti-corruption efforts; and increased investments in human development and corrective policy actions.

Southern Africa

Cammack, D., Golooba-Mutebi, F., Kanyongolo, F., O'Neil, T. (2007), ["Neopatrimonial Politics, Decentralization and Local Government: Uganda and Malawi in 2006,"](#) Overseas Development Institute

This paper by the Overseas Development Institute looks at the impact of domestic politics on democratic decentralization in the states of Uganda and Malawi. Referred to as neopatrimonial or "hybrid" states, the study explores three propositions. First, elite behavior is governed by a political logic unlike other states; both formal and informal institutions are used to gain or retain power for the total control of the state. Second, elites both on the national and local level carry out reform based on this logic. Thirdly, reforms have largely unexpected outcomes much to the detriment of the people and development of the state. While both local reformers and international donors have promoted decentralization as a means to improve public service delivery and promote participatory democracy, the results have often failed to reach these goals. Attributing this failure to the existence of neopatrimonial links and an entrenched system of nepotism, the authors recommend a set of actions that donors can undertake to facilitate reform in Uganda and Malawi.

Antwi, K. B. Analoui, F. Nana-Agyekum, D. (2008), ["Public Sector Reform in Sub-Saharan Africa: What can be Learnt from the Civil Service Performance Improvement Programme in Ghana?"](#) Public Administration and Development, Volume 28, pp. 253-264.

Research has shown that successful Public Sector Reform (PSR) needs to focus on developing public officials who have both the proper training and desire to be responsive to the will of the public. Successful PSR should consider three general issues; commitment of the bureaucratic and political leadership, attitudes towards that leadership by the public, and the country-specific context. In this article, the authors discuss the Ghana Civil Service Performance Improvement Programme (GCSPIP) within this context. The goals of the GCSPIP were to improve the capacity of Ghana's public

sector to deliver effective and efficient services to the public and improve the legitimacy of the government. While the mechanical aspects of the program were strong, the actual levels of change failed to meet the desired standards of the program. The authors offer insight into its failure and discuss the factors that future PSR projects need to consider for success.

Branch D., Cheeseman N., (2008), "[Democratization, Sequencing, and State Failure in Africa: Lessons from Kenya](#)", *African Affairs*, Vol. 108, Issue 430, pp. 1-26

This article from *African Affairs* examines the wider implications of the Kenyan presidential election crisis. For other states experiencing similar liberalization, what lessons does the Kenyan case offer? This article looks into answering that question and argues that states undergoing periods of political liberalization are susceptible to unintended side effects. Referring to liberalization a "high-risk activity," the authors discuss how reform and democratization can be undertaken simultaneously, but require institutional reforms that many African states have yet to accomplish. Among these institutional reforms are general decentralization, limiting the power of the executive, and general reform of the national constitution.

Eastern Europe

Batt, J. (2009). "[Serbia: turning the corner at last?](#)", FRIDE.

In May 2008, the electoral bloc "For a European Serbia," led by Boris Tadic's Democratic Party, defeated the Radicals in the parliamentary elections. The long-awaited pro-European government in Serbia however has not fulfilled the hopes by many within the European community of accelerating its integration into the EU. Issues surrounding Serbia's cooperation with the International Criminal Tribunal for the former Yugoslavia (ICTY) and the independence of Kosovo remain issues of friction between Serbia and the EU. Judy Batt examines in this policy brief the prospects for Serbia's entry into the EU and discusses the key issues that would prevent Serbia's candidacy. She hopes to address these issues and examine whether the new government can push Serbia away from its previous policies and towards a new direction of cooperation with the EU.

Batt, J. (2009). "[Bosnia and Herzegovina: the International Mission at a Turning Point](#)," FRIDE.

In this policy brief, Judy Batt examines the implications of the resignation of Miroslav Lajcak, the international community's High Representative (HR) and European Union Special Representative (EUSR) in Bosnia and Herzegovina (BiH), in order to take up the post of Slovak Foreign Minister last February. His departure has been seen by many as a sign of frustration towards the European Union and the international community for their lack of commitment towards Bosnia and Herzegovina. Batt reassesses the

commitment in BiH and focuses on a set of recommendations on how to improve the legitimacy and effectiveness of EU missions in BiH. Beyond discussions of the EU's weakened credibility and reassessing their strategic objectives, Batt discusses future threats and opportunities that the EU must be able to address for success to be achieved in BiH.

Middle East and North Africa

Kohler, K., Nemat, G and Jeremy, H. (2009), "[Advancing the Blue Revolution: Building Strategic Value Networks for Water](#)" DAIdeas

This report from DAI offers some insight into the governance problems associated with natural resource management, particularly water, in the Middle East and North Africa. Water's value lies in its social and health benefits as well as in its economic and political dimensions. In the Middle East and Africa in particular, the effects of climate change have resulted in tremendous water scarcities, which not only challenge economic growth, but also urban sanitation and public health. This report notes that there is an escalating competition for financing and water allocation between increasingly divergent needs (residential, agricultural, industrial, energy). This competition has the potential to greatly exacerbate social, economic and political instability. How states deal with resource management will have an enormous impact on regime stability in the region. The effort by DAI, as funded by USAID, are outlined in this report, focusing on the manner in which the DAI program seeks to change the culture and governance of water in the Middle East and Africa. The "Advancing the Blue Revolution Initiative" (ABRI) is meant to promote transformation by building awareness of the water crisis, and by promoting activities that facilitate multi-stakeholder networks and dialogue, mobilize new financial and non-financial resources to ensure the sustainability of progressive initiatives in the water sector and build the capacity of regional associations responsible for improving drinking water and sanitation, promoting water use efficiency and managing transboundary waters. Apart from changing the culture and governance of water, this project requires financial investment in the future of the blue revolution. This report further highlights the importance of the IT sector, in the manner in which it has deepened its engagement with the water sector and utilized data management skills to improve the efficiency and financial return of water resource management.

Rami G. Khouri, "[Mideast Partnerships: A Beginner's Guide](#)," *Daily Star* (Lebanon) Wednesday, September 30, 2009

At almost every international or regional gathering these days on how to fix the assorted problems and deficiencies in the Middle East, a common thematic question keeps popping up: What is the most effective and legitimate way for foreign parties – governments, international agencies, non-governmental organizations, universities or companies – to help achieve advances in areas like human rights, economic growth,

social protection, democratization, or technological advancement? This article provides eight suggestions.

Khalil, L. (2009), "[Nobody's Client: The Reawakening of Iraqi Sovereignty](#)" Lowy Institute for International Policy

Iraq today is in a very different place from where it was just two years ago. Violence has decreased due to the implementation of a military surge strategy and the country is on the cusp of regaining full sovereignty after negotiating a Status of Forces Agreement (SOFA) that stipulates an end to the U.S. military presence. Once projected to be America's new client state in the region, Iraq is shaking this affiliation and pursuing its own interests with less regard for its relationship with America. The dynamics of three key political issues are discussed in this paper; the passage of the Status of Forces Agreement (SOFA); the rise of particular political forces that have introduced a new political landscape in Iraq following the 2009 elections; and the ominous escalation of the Arab-Kurdish tensions and the potential for more violent conflict at a time when the United States is drawing back its military presence and is seeing its political leverage decline. It will be these internal, domestic Iraqi drivers that will shape Iraq's stability more so than a reworked military or diplomatic strategy."

Boroumand, L. (2009). "[Iran in Ferment: Civil Society's Choice](#)" *Journal of Democracy*

This article seeks to explore the extent to which civil society organizations have been instrumental to the popular participation in both the June 12th presidential election in Iran, and the wave of protest that followed the premature announcements of Mahmoud Ahmedinejad as winner. Boroumand argues that in Iran, elected officials have little power to make dramatic reforms, based on the dominance of the Council of Guardians in making governance decisions. Since 2005, civil society organizations had been debating which position they would take in the 2009 election; some advocated for a boycott while others maintained the importance of negotiating with the government and participating in the process. Boroumand further argues that the atmosphere of oppression in Iran caused civil society organizations to decide to engage the public and challenge the candidates in the 2009 election. Women, human rights advocates and students all used different approaches, but with the same goal of engaging the public and voting Ahmedinejad out of office. Despite their impression, it is difficult to measure the success and impact of civil society groups on the level of interest and turnout of the 2009 election. However, Boroumand argues convincingly that, for the first time in the history of the Islamic Republic, candidates were forced to consider and often re-write their positions based on the pressure of concrete demands from Iran's civil society.

Latin America and the Caribbean

International IDEA. (2009), ["Ecuadorian Legislators Face Gender Equality Challenges"](#)

International IDEA

Ecuador recently adopted a new constitution that including sweeping changes to the idea of guaranteeing gender equality. The new legislature is now faced with the task of writing laws and regulations that will enable the enactment of these new constitutional values. The Agora Democratica Programme, a joint venture of International IDEA and the Netherlands Institute for Multiparty Democracy, has held meetings with several lawmakers to identify priority areas with respect to gender equality. These priority areas have been defined as: the criminal code, which established penalties for sex crimes, trafficking, and sexual exploitation and gender violence; and social security, which establishes remuneration and benefits. At a meeting of parliamentary leaders and representatives in August 2009, 50 of the 69 in attendance signed a commitment to women's rights that included: the prevention and punishment of all forms of violence and exploitation; protection of and reparations for women who are victims of violence; the drafting of legislation to ensure equal access for women to health care, education, culture and recreation; measures to ensure access to jobs, credit and ownership of the means of production; expansion of social security, especially for homemakers; valuing of women's domestic duties; the principle of parity in governmental decision-making; and combating discrimination against women in the political, social, economic and labor spheres. Exact legislation and regulation has yet to be introduced.

Larson, B., Raul, M., Mayorga, R.A, and Varat, J. (2008), ["Bolivia: Social Movements, Populism and Democracy"](#) Woodrow Wilson Center

Since Evo Morales' inauguration as president of Bolivia in January 2006, sharp debates have erupted within the country and abroad regarding the role that the country's social movements should play in politics; the revival of populist governance and its compatibility with the institutions of liberal democracy; the resurgence of resource nationalism in the natural gas sector; and Bolivia's foreign relations, particularly its relationship with Venezuela.

This report offers multiple perspectives on political conflict in Bolivia, and what that means for democracy there. Relying on multiple contributors from diverse backgrounds, this publication reflects the divisions that have emerged during Morale's time in office. Despite these divisions, certain points of convergence emerge: the current administration has had tremendous difficulty in effectively governing an increasingly fragmented and volatile political situation in Bolivia.

DeShazo, P., Forman, J.M., and Mclean, P. (2009), "[Countering Threats to Security and Stability in a Failing State: Lessons from Colombia](#)", Center for Strategic and International Studies

This report tells the story of Colombia's struggle to overcome conflict between well-armed insurgents and paramilitary forces, each undermining the legitimacy of the elected government. Pockets of ungoverned regions allowed for the proliferation of the illegal narcotics trade and created a power vacuum which the armed insurgents and the paramilitary forces have been fighting to fill. Over the past decade, Colombia has been successful in reversing some of these negative impacts by taking greater control over previously ungoverned areas and by providing increased personal security to many of its citizens. This report argues that Colombia can offer an important lesson to other states that are on the brink of failure, but touches on the importance and controversy of US aid in getting Colombia back on track. Close attention is paid to the role of US assistance in re-solidifying democratic governance in Colombia, noting that difficult challenges still lie ahead. This report further examines Colombia's efforts to strengthen legitimate state authority and it assesses the manner in which Colombia's institutions have learned from their experience of living on the brink of failure. The key variables analyzed by the report are: improvements in the capability of the national armed forces and police, shifts in strategy and tactics in countering the insurgents, efforts to neutralize paramilitary forces, and the outcome of counter-drug initiatives. The assessment concludes, finding that an effective state presence is a precursor to the consolidation of security and development, and that the rule of law is extremely important in democratic governance.

Blogs

[Democracy International – Afghanistan](#)

Democracy International embraced social media when it launched the site for its Afghanistan election observation mission. The site itself is powered by Wordpress and integrates Flickr and YouTube. Election updates and in-depth reports from the observation mission have been posted regularly and have turned the DI Afghanistan site into a "go-to" resource for information on the technical aspects of the disputed election and its controversial aftermath. Expect our competitors to start making attempts to replicate what DI did well.