

SUNY Center for International Development

Governance Information Bulletin 8

Governance, Democracy Assistance, and Public Sector Performance

Maksym, I. and Shah, A. (2009), "[Measuring and Monitoring Governance By Listening to the People and Not the Interest Groups,](#)" World Bank

Governance indicators are now widely used as tools for conducting development dialogue, allocating external assistance and influencing foreign direct investment. This paper argues that available governance indicators are not suitable for these purposes as they do not conceptualize governance and fail to capture how citizens perceive the governance environment and outcomes in their countries. This paper attempts to fill this void by conceptualizing governance and implementing a uniform and consistent framework for measuring governance quality across countries and over time based upon citizens' evaluations.

1. Introduction Amundsen, I. (2009), "[Introduction to Public Sector Ethics'](#) in Amundsen, I. and de Andrade, V. P., 'Public Sector Ethics: Compendium for Teaching at the Catholic University of Angola,'" Chr. Michelsen Institute

This section of a teaching compendium from the Chr. Michelsen Institute examines a combination of standard-setting, legal regulation and institutional reform that can help prevent misconduct in the public sector. While there are many ways of setting ethical standards, effective reforms will depend on the specific type of corruption problem in each country. Public sector ethics emanates from sources such as: a.) private ethical character of the individual public servant, b.) agency culture and internal regulations and national legislation, c.) international conventions embodied in written standards and codes of conduct. The most efficient ethics regime is one in which these three sources work in the same direction. There are many possible ways of setting ethical standards and of creating an ethics infrastructure or ethics regime and this CMI publication describes some of them in detail.

Seelig S. and Novoa, A. (2009), "[Governance Practices at Financial Regulatory and Supervisory Agencies.](#)" IMF Working Paper

This paper summarizes the results of a survey of financial supervisory agencies in IMF

member countries conducted in 2007. Responses were received from 140 financial sector supervisors in 103 countries. A majority of these are separate stand-alone agencies, though, a majority of bank supervisors are part of a central bank. The survey asked respondents about their governance structure and practices, as well as practices and policies related to public transparency and accountability. Most agencies reported having operational independence.

Asa Bengtsson and Hanna Wass. (2009), "[Styles of Political Representation: What do Voters Expect?](#)" Center for the Study of Democracy, University of California - Irvine

Until recently, voters' views on the representational roles of MPs have been almost an unexplored field in the studies of political behavior. With the exception of Carman (2007) and Mendez-Lago and Mart'inez (2002), the few existing studies have mainly been conducted in a U.S. context and are fairly dated. In this study, we are partly filling this gap by examining voters' views on representational roles in the Finnish open-list PR-system with mandatory preferential voting, which is characterized by a strong degree of candidate centeredness. Based on the Finnish election study 2007 (FSD2138, N=1,422), we first analyze support for various representational styles most often discussed in the literature, i.e. resemblance, delegation and trustee model, and then account for it through the social and political background of the respondents. The results show that both the delegate and trustee styles of representation are almost equally popular. The support for the different styles of representation is connected to socio-demographic factors, party identification and political orientation. Based on our findings we argue that the Finnish context becomes particularly evident in the heavy investment placed by voters on single representatives. Finally, more research in the field, and especially development of more nuanced survey instruments are required in order to fully account for the complex nature of citizens' expectations of representational relationship.

William Easterly, Jozef Ritzen and Michael Woolcock (2006), "[Social Cohesion, Institutions, and Growth,](#)" Working Paper 94, Centre for Global Development

This paper from the Centre for Global Development conducts an empirical investigation to identify any causal sequence between social cohesion, the quality of political institutions and economic growth, finding that there is a strong correlation between them. It suggests that insufficient social cohesion constrains politicians' capacity to build institutions and implement pro-development policies. It advocates further research into the determinants that contribute to social cohesion and recommends that governments should deploy education and public services in a way that promotes unity. Social cohesion can be measured by indicators which reveal the nature and extent of social and economic divisions within society. The quality of political institutions can be assessed by proxies measuring voice and accountability, civil liberties and government effectiveness. By comparing these indicators with econometric measures of growth, their respective influence on economic development can be assessed.

Organisation for Economic Cooperation and Development Assistance Committee. (2008), [“Survey of Donor Approaches to Governance Assessment,”](#) Organisation for Economic Cooperation and Development

Bilateral and multilateral development agencies have engaged intensively in assessing governance over the last decade. To explore opportunities for increased harmonization and alignment in this area, members of the OECD DAC’s GOVNET have commissioned a survey of donor approaches to governance assessments. The survey reported here focuses on general and thematic governance assessment approaches actually used by agencies. The survey identified 11 agencies having 17 general assessment tools in use and 3 under development, while 6 agencies which presently have no own tools are developing these. 9 agencies reported having 13 thematic tools in use, 4 of these and 3 other agencies are developing new tools. The thematic tools category includes assessment tools related to conflict, human rights, corruption, and sector assessments, as well as tools which focus on particular themes (e.g. financial governance aspects). Governance assessment approaches seem mostly to have been developed in response to individual agency needs and concerns. There appears to be less interest in learning about the linkages between governance factors and development outcomes in different country contexts. This OECD study finds that five factors appear to enhance the use of the results of governance assessments: linkage to programming; field-driven demand for the assessment; participation of donor staff in the process; removal of institutional disincentives such as disbursements pressures and incentives to demonstrate short term impact; and a link to conditionalities, which may provide effective incentives for countries to improving their ranking in assessments.

Eastern Europe

International Crisis Group. (2009), [“Bosnia: A Test of Political Maturity in Mostar”](#) ICG Report

This briefing from the International Crisis Group, warns that the administration of that city is breaking down, with no mayor, budget or functioning city council since an October 2008 election. Its multi-ethnic city council has failed on fourteen separate occasions to elect a mayor, and councillors have begun boycotting sessions. The city has not paid its employees, schoolteachers and firemen, as well as the construction workers and staff of its many publicly-owned companies since March 2009. The council has transacted no business since passing a temporary budget, long since expired. As townspeople wish a pox on all of them, the city’s divided political elites are escalating their rhetoric and invoking wartime injustices with worrying frequency. ICG argues that the High Representative should facilitate a solution consistent with the intent of the disputed statute but not impose it on the city council, which has both responsibility and competence to resolve the crisis.

South and Central Asia

Roberts, Rebecca. (2009), "[Improving Mutual Accountability for Aid Effectiveness.](#)" Afghanistan Research and Evaluation Unit (AREU) Policy Note Series.

This paper explores networks of mutual accountability among donors and recipients of aids in Afghanistan, among governments and other organizations. It summarizes discussions held among NGO staff and students in roundtable discussions and radio shows. These discussions highlighted areas of Afghanistan's governance and aid assistance that needed to be improved. The piece concludes that a holistic approach can be most successful in improving aid and governance, one that supports CSOs in monitoring and drawing attention to aid programs on behalf of the Afghan people.

Planning Commission: Government of Bangladesh, 2004, "Information Technology in Government : An Action Plan for Bangladesh," Sustainable Human Development Unit, Dhaka, Bangladesh. (Summary only available online [here.](#))

Information Technology (IT) has been one of the greatest agents of change in recent times, making communications easier and building new inter-connections. This paper from the Government of Bangladesh analyses the efforts and the future challenges of its plan to introduce IT into public administration. The government of Bangladesh has been relatively slow in adopting new technologies compared to the private sector but it recognizes the importance of IT in improving efficiency, reducing waste of resources and raising the quality of public services. Prior to an efficient and advanced use of IT in public services, Bangladesh needs to update its technological infrastructure. This paper suggest improvements, including the following ; the creation of nationwide satellite coverage for both broadcasting and communications, together with a national Internet 'backbone' that can achieve universal public access; a telecommunications policy to enhance rapid growth of IT infrastructure and the IT equipment industry; a national Internet exchange to provide service on the Internet gateway and ensure that all ISP activities are under country domain (partly for censorship purposes); the conversion of all existing telecommunication channels to digital systems; and extension of telecom facilities to rural and remote regions; and the creation of a National Data Communication Network for nationwide transmission of data.

Scanlan, O. (2009), "[Bangladesh Human Rights Commission Given Extensive Powers.](#)" *openDemocracy*

In this three-part update on Bangladesh, Oliver Scanlan details developments in the areas of human rights, rule of law, and multi-party politics. In what Bangladesni civil society figures consider a momentous decision, the Bangladesh parliament passed an ordinance reactivating its National Human Rights Commission. The Commission will

have far reaching powers that will not exempt the armed forces and the police from scrutiny. A key piece of legislation that will pave the way for war crimes trials of those suspected of collaborating with the Pakistan Army during Bangladesh's 1971 independence struggle is also noteworthy. The draft legislation was introduced by the Law Minister and then passed by the parliament without significant debate or amendments. Human Rights Watch expressed concern that subsequent war crimes trials will not be conducted in accordance with international standards. Finally, the prime minister called on opposition parties to rejoin the political process and return to Parliament. Three opposition parties walked out of Parliament during its first session in the wake of the eviction of an opposition party leader from her cantonment housing and a dispute in parliament itself over seating arrangements.

Africa

Bosl, A. and Horn, N. (2009), "[Human Rights and the Rule of Law in Namibia.](#)" Konrad Adenauer Foundation

This edited volume appeared on the 18th anniversary of Namibian independence and explores the constitutional history and development of Namibia. Its multiple chapters pay particular attention to human rights, and the role of various institutions of the Namibian state in protecting human rights. These include the development of constitutional jurisprudence in Namibia since 1985, the constitutional mandate of the Ombudsman and its role in protecting human rights, and human rights norms in the context of Namibian case law.

Hyden, G. (2008), "[Institutions, Power and Policy Outcomes in Africa,](#)" Africa Power and Politics Programme

In Africa, as elsewhere, the path or paths to development and modernity are dependent on historical institutional context, and cannot be imposed from outside. The paper first compares Africa with other five models of how development occurred elsewhere. It is argued that African states are 'outliers' in that the legacy of recent colonialism and the dominance of external forces have created a peculiar mixture of 'informal' values and behaviors with formal institutions, in which the informal are dominant in power relations but not recognized or understood. Hence development policies lack any real traction. A model of how formal and informal institutions interact is proposed and linked to an analysis of power itself – its basis, reach, exercise, nature and consequences. This shows that conventional models of policy analysis and development planning cannot work in Africa, where the production and distribution of 'public goods' are highly politicized and personalized. The challenge for the Africa Power and Politics Programme is to find 'mixes' of informal and formal institutions in Africa which have worked to produce positive developmental outcomes, and to explain them through comparative analysis

Larbi, G., (2006), "[Opportunities and Challenges in Enabling Non-State Providers of Basic Services: Case Studies and Lessons from Nigeria](#)" paper prepared for the workshop 'The Politics of Service Delivery in Democracies: better access for the poor', 27-28th April, Stockholm

Non-state providers play critical roles in the provision of basic services in developing countries in Africa, especially the poor people. Despite the democratisation and liberalisation policies and reforms of the past two decades, the policy environment in which non-state providers (NSPs) operate can sometimes be disabling rather than enabling. This paper reports on a study of small-scale, non-state providers of public services in Nigeria. The paper will first examine policy context in which NSPs work. It will then identify and describe selected cases of government intervention to support and regulate NSPs in three service sub-sectors: primary education, primary healthcare, and urban drinking water. These cases illustrate how and to what extent the state can support and engage with non-state providers of basic services. It argues that NSPs fill a very significant gap in basic service provision, where state provision is either inadequate or has failed. The paper ends by drawing lessons for policy makers their sponsors.

Latin America and the Caribbean

Bowen, G. A., (2007), "[The challenges of poverty and social welfare in the Caribbean,](#)" *International Journal of Social Welfare*, vol.16, no. 2, pp. 150-158. (The findings and recommendations of the article are summarized [here.](#))

The small island economies of Caribbean states face formidable challenges in dealing with globalization, particularly in relation to the vital agricultural sector. Race, class and gender hierarchies of colonial domination have left a legacy of exclusion of the poor. Despite general improvements in living standards, poverty rates average thirty per cent of the Caribbean population. Social and human development indicators show that Barbados, Antigua-Barbuda and the Bahamas are doing better than Belize, Dominica, Grenada, Jamaica and Suriname. Plagued by political and economic problems, Haiti consistently scores lowest. This article from the *International Journal of Social Welfare* presents an overview of persistent problems and outlines proposals for social development. No single approach applies to all Caribbean countries. NGOs, community organizations and ordinary people should be involved in programs to reduce poverty, develop human capital and improve social welfare. This paper suggests, among other things, that states should invest in basic services such as healthcare and housing and in developing human resources by improving education and work-based training. It argues that Jamaica's social fund provides an excellent model for improving social and economic infrastructure through public sector investment and management, private contributions and civil society participation.

Middle East and North Africa

Al-Arkoubi, K. and McCourt, W., (2004), "The Politics of HRM: Waiting for Godot in the Moroccan Civil Service," *International Journal of Human Resource Management*, vol. 15, no. 6, pp 978-95. (Available on request through the [British Library for Development Studies](#). The findings of this paper are summarized [here](#).)

Can the way governments manage their public servants actually have an impact on economic growth? What role does political understanding play in successfully reforming human resource management in government? This study, published in the *International Journal of Human Resource Management*, analyses human resource management focusing on Morocco as a case study. It argues that if better human resource management is to contribute to economic growth then reformers must look beyond universal models and engage with political issues.

Ajbilu, A. and Boudarat, B., (2007), "[Youth Exclusion in Morocco: Context, Consequences and Policies](#)," Middle East Youth Initiative

The age structure of the Moroccan population is characterized by the predominance of youth aged 15 to 24. The share of youth in the population grew from about 17 percent in 1971 to a little over 21 percent in 2004. This "youth bulge" is regarded as one of the main causes of unemployment because the number of jobseekers is increasing much faster than the number of jobs that the economy can create. This paper highlights five main drivers that reinforce economic exclusion of youth in Morocco: 1) poor macro-economic performance; 2) rapid urbanization; 3) persistent poverty; 4) poorly performing labor markets; 5) family dynamics. The 1990s saw many programs that aimed to address the problem, but a decade later the situation is far from improved. While a portion of this may be explained by high labor force growth, a more realistic assessment takes the programs and initiatives to task. Three main explanations stand out. First is the lack of a long term strategy bringing the myriad of measures and initiatives under a comprehensive framework and coordinating between them with efficiency. Second is the absence of follow ups and evaluation mechanisms without which there can be no assessment of the real economic and social impacts of the programs. Finally most of these programs were aimed at income generation with very specific "quick-fix" targets without focusing on the nature of employment gained and whether it was relevant, working conditions and the social impact on the workers and their societies. Too often, the government in its attempt to 'fix' unemployment and other facets of economic exclusion set up programs and policies that would seem to address the challenges without actually taking youth's preferences and needs into account. We therefore argue that it would be useful to study the feasibility of creating an observatory for youth which would gather youth specific, updated data which can lead to a comprehensive understanding of the status of youth in Morocco. This will provide the foundation for better policy and program development and a more secure future for Morocco.