

SAARC HUMAN RESOURCE DEVELOPMENT CENTRE (SHRDC)

Training course on Good Governance
(30 August – 12 September 2004)

(CONCEPT PAPER)

A) INTRODUCTION

Governance means the process of decision making and the process by which decisions are implemented or otherwise. The concept is not new and as old as human civilization. Since governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decisions.

Government plays a predominant role in governance both in rural and urban, beside other involved in governance depending upon the level, like in rural areas, influential landlord, associations of farmers, cooperatives, NGOs, religious leaders etc, while in urban areas, besides the actors as said for rural areas, media, international donors, multi-national cooperations etc. may play a role in decision making or influencing the decision making process. Thus governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

Good Governance has 8 major characteristics:

1) Participation

All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.

2) Rule of Law

Legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

3) Transparency

Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them and enough information is provided to understand and monitor them.

4) Responsiveness

Institutions and processes try to serve all stakeholders.

5) Consensus Orientation

Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.

6) Equity

All men and women have opportunities to improve or maintain their well-being.

7) Effectiveness and Efficiency

Processes and institutions produce results that meet needs while making the best use of resources.

8) Accountability

Decision-makers in government, the private sector and civil society organisations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organisation and whether the decision is internal or external to an organisation.

It is clear that good governance is an ideal which is difficult to achieve in its totality. The countries, who have come close to achieve good governance in its totality, are able to achieve sustainable human development.

It is a known fact that economic growth is a means to sustainable human development not an end itself. There are five aspects to sustainable human development all affecting the living of the poor & vulnerable.

1) Empowerment

The expansion of men and women's capabilities and choices increases their ability to exercise those choices free of hunger, want and deprivation. It also increases their opportunity to participate in, or endorse, decision-making affecting their lives.

2) Co-operation

With a sense of belonging important for personal fulfilment, well-being and a sense of purpose and meaning, human development is concerned with the ways in which people work together and interact.

3) Equity

The expansion of capabilities and opportunities means more than income – it also means equity, such as an educational system to which everybody should have access.

4) Sustainability

The needs of this generation must be met without compromising the right of future generations to free of poverty and deprivation and to exercise their basic capabilities.

5) Security

Particularly the security of livelihood. People need to be freed from threats, such as disease or repression and from sudden harmful disruptions in their lives.

According to the Human Development Report 1999, South Asia remains region divided between the types of rich and despair of the poor. A region where the richest one-fifth areas almost 40 percent of the income and the poorest one-fifth makes do with less than 10 percent. A region where today begins with the struggle of survival for 515 million poverty ridden destines, and tomorrows threatens the future of 395 million illiterate adults, where women are often denied basic human rights and minorities continue their struggle against prejudice and discrimination, about one twelfth of the world's

population live in a state of severe deprivation, lacking & sufficient access to adequate nutrition, health, housing, safe water, sanitation, education and employment, so the big challenge is to put the region on the path of humane responsible development, as what have been the main problem in the region's governance and how they can be addressed.

The present training programme of SHRDC is a step toward this important issue. The training programme will discuss the issues, problems, best practices adopted by SAARC Countries or in the process of adopting to the address/challenge the issues, what role the government, civil society, & other areas are planning what problems they are facing & what remedial actions economic, social, and sustainable development strategies and policies, institutional structures, human & institutional capacity holding, development projects and programmes they are taking.

B) OBJECTIVES

The major objective of the training programme is to make the participants understand on the importance of the issue of governance in context of South Asia, its relation with sustainable human development. The subject will be looked into the context of MDGs, how the South Asian countries would achieve MDG in the present situation & what progress & action are being taken to achieve MDG, as well the effect of WTO. The approach would be to concentrate on those aspects of good governance over macroeconomic policies, the transparency & effective resource management etc.

C) APPROACH

The training programme will have an integrated, comprehensive introductory and operationally oriented approach, of the important issue of governance & its linkage with sustainable human development, with objective to development capacities that are needed to realise development that gives priority to the poor, advances women, sustain the environment and creates needed opportunities employment and other livelihood.

D) METHODOLOGY

Training methodology includes lectures by Resource Persons, discussion on cross cutting issues, case studies, report presentation by the participants and exposure visits in and outside Islamabad. All audio, visual aids like multimedia projector, slide projector, overhead projector, flip chart and board etc. will be used for training programme.

E) EXPECTED OUTCOME OF THE TRAINING PROGRAMME

At the end of the training programme the participants will further increase their knowledge on the importance of governance, public administration, capacity building and sustainable development & important issues related to governance situation analysis. What are the related actions on economic, social and sustainable development strategies, policies, institutional structure, human & institutional capacity building mechanism & how actions are formulated & implemented through integrated approach, coordination & consensus building mechanism and understand the role of Government, NGOs, civil society and private sector. Example of success stories, partnership initiatives, best practices and innovative experiences will be discussed which will further enlighten the knowledge of the participants.

F) DURATION OF THE TRAINING PROGRAMME

Duration of the training programme will be two weeks. It will start on 30th August and end on 12th September, 2004.

G) VENUE

SAARC Human Resource Development Centre, Islamabad – Pakistan.

H) PARTICIPANTS

This training course is primarily designed for the mid level functionaries, trainers/professionals from the Government, Semi Government organisations, working under the Ministries of Establishment, Home, Interior, Law, Human Resource Development, Planning & Development and other related organisations and NGOs of SAARC Member States. There will be 25 participants in total, 3 from Bangladesh, Bhutan, India, Maldives, Nepal, Sri

Lanka and 7 from Pakistan (being the host country). The nominating/sending Member Government shall have to bear the two way air ticket for the participants, while SHRDC will provide local hospitality boarding and lodging and a daily pocket allowance.

I) COURSE PRE-REQUISITES

Each participant is required to prepare and submit in advance a “Country Report.” The report should cover the following:

- What is the situation today?
- What are the major areas of concern?
- What are the main vulnerable sectors?
- What are the actions being taken in term of economic, social and sustainable development strategies and policies, projects and programme, & how the actions are implemented?
- Role of Govt., NGOs, private sector, donor, at all level.
- Some examples of success stories best practices and experience at local, national & regional level.

MODULES

There will be altogether five modules. The details are as below:

- The state of Governance, Conceptual Framework.
- Governance for Sustainable Development or interrelationship between governance, decentralization and poverty eradication.
- Empowerment.
- Civic engagement.
- Social policy.

MODULE – 1

The State of Governance, Conceptual Framework

In order to build human capabilities & creating a security environment, where citizen can live with dignity and equality, it is necessary to understand the links between governance & human development. As we all know the concept of

governance is not new, it is as old as human civilization, and the process of decision making and decisions are implemented. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. This module will make participants to understand the conceptual framework of governance with emphasis on Good Governance focusing on national, international, corporate aspects with the objective to develop the understanding political, economic and good civic governance.

Good political governance emphasis the role of the accountability & transparency. It achieve its goals through constitutional framework. Good Economic Governance expresses the role of state not only to ensuring macro economic stability but is also concerned with investment on people & basic infrastructure, protection of environment and promote economic growth with social justice, while civic governance, include civil society, household, media, professional group as vital in securing fundamental human potential and economic right. The content of the modules are:

- Good Governance context.
- Characteristics of Good Governance covering political, economic & civic.
- South Asia's crisis of Governance.
- Governance mapping.
- Corporate, national and international Governance.

MODULE – 2

Governance for Sustainable Development

Good Governance is essential for sustainable development. Sound economic policies, solid democratic institutions responsive to the needs of the people and improved infrastructure are the basis for sustained economic growth, poverty eradication, and employment creation, while sustainable development is a process aiming at finding short and long term balance, rather than some finite policy options, therefore, system of governance need to recognize that sustainable development governance should allow continual process of refinement, dialogue, diversity adaptation and change.

The concept of sustainable development was launched by the World Commission on Environment and Development, which define it as a form of development that meet the needs of the present. To achieve sustainable development, we must apply long term perspectives and be cautious in taking choices that will have a lasting impact on our descendants' freedom of choice, their ability to meet their need, and even their prospects of survival.

In 1992, the Rio Earth Summit focused the international community on the critical linkage between environment and development. Agenda 21, provided a framework for sustainable development that called for tackling poverty, development & environment as one, by focusing on people resource &

productivity. In 2002, world set eight millennium development goals (MDGs) on sustainable development.

This module will explain the efforts, issues, strategies, failures/success stories linked to international summits/meetings held in context of sustainable development. It will also help to build clear definition and proposals on new framework of global governance to better meet the principles of sustainable development in a globalizing world, where governance is a framework of social and economic system and legal & political structures through which humanity manage itself. It will also help to examine the philosophy and theory of sustainable development & its application in South Asia context. The content of the module are:

- Philosophy and theory of Sustainable Development.
- Basic issues/problems in pursuit of Sustainable Development.
- Interrelationship between governance & sustainable developments.
- Outcome of governance debates at World Summit's Sustainable Development.
- Challenges and opportunities faced by decision makers in areas of sustainable development.
- Sustainable development strategies.
- Role of government in regional and international cooperation, integrated environment and trade policies for sustainable development.
- Governance issues and public administration role, institution building and Human Resource Development strategies for sustainable development.
- Evaluation and monitoring of policies, programmes & projects for sustainable development.

MODULE – 3

Empowerment

Nearly half of the total world population living in poverty. Over 500 million people in the region suffer from severe deprivation, with little or no access to adequate nutrition, health, housing, water, sanitation, education and employment. In South Asia, around 45% of the population lives below the income required to meet basic minimum need. In order to have access to these need, there is dire need of communities creating an environment that can empower them so that they exercise their voice in the affairs of governance as they know their local conditions and can decide what are their priority problems.

Under this module the participants will be able to understand the issues of empowerment and governance thus making link to strength the voice of poor in influencing public policies as well as in making institutions more accountable and responsive to their needs. Furthermore, they will refresh the advantages of community driven development by relating basic concepts such as decentralization, participation, working with communities in creating institutional environment required for communities to design and manage their own programme. The content of the module are:

- The concept of power and powerlessness.
- Principle and strategies of community driven development.
- Community empowerment and strategic planning.
- Different concept of advocacy: mobilization, representation & empowerment.
- Steps in advocacy planning.
- Understanding social, economic, cultural and political issues.
- Component of advocacy strategies, policy and process framework.

MODULE – 4

Civic Participation & Governance

There has been trend over the past few years that civil societies are exercising influence in all social & development activities which has resulted in improvement and sustainability in development & social activities especially those designed to reduce poverty and promote equitable development. But still there is lack of clarity on the general concepts of working with civil society, there is lack of clarity about terms and concept such as civic engagement, governance, participation, ownership and accountability. There is also a gap between theoretical understanding on actual application of tools and methods to promote civic engagement for development.

This module will able to clarify terms and concept, linkages to governance, ownership, accountability and empowerment. It will also explain both theoretical & application of methods for civic engagements through case studies. The content of the modules are:

- Understanding the government concept of civic participation.
- Linkages to governance, ownership, accountability and empowerment.
- Civic engagement.
- Civic participation in local governance.
- Civic participation in national governance.
- E-Citizen – E – Government.
- Association of local government.

MODULE – 5

Social Policy

A key message of the World Development Report 2000 on Poverty is that economic growth is necessary but cannot achieve widespread poverty reduction. The Report lists three essential pillars: Opportunity, Security and Empowerment to achieve a significant rate of sustained poverty reduction among poorest group.

This module will help to increase the ability of the participants on the relationship between economic growth, & the policies conducive to decrease inequality, & the access of poor to the social benefit of development together will their inclusion in decision making foras. The following are the contents of the module:

- Assessment of relevance of existing social policies.
- Assessment of obstacles to design & implementation of effective social policy.
- Security, policies and programmes.
- Mainstreaming Gender consideration in development.
- Participating, monitoring & evaluation.
- Conflict and consensus building.