

# Governance, Leadership, and Development



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**Executive Course in  
Communication and Governance Reform**  
May 27, 2013  
University of Southern California

**Ed Campos**  
Practice Manager  
Leadership and Governance



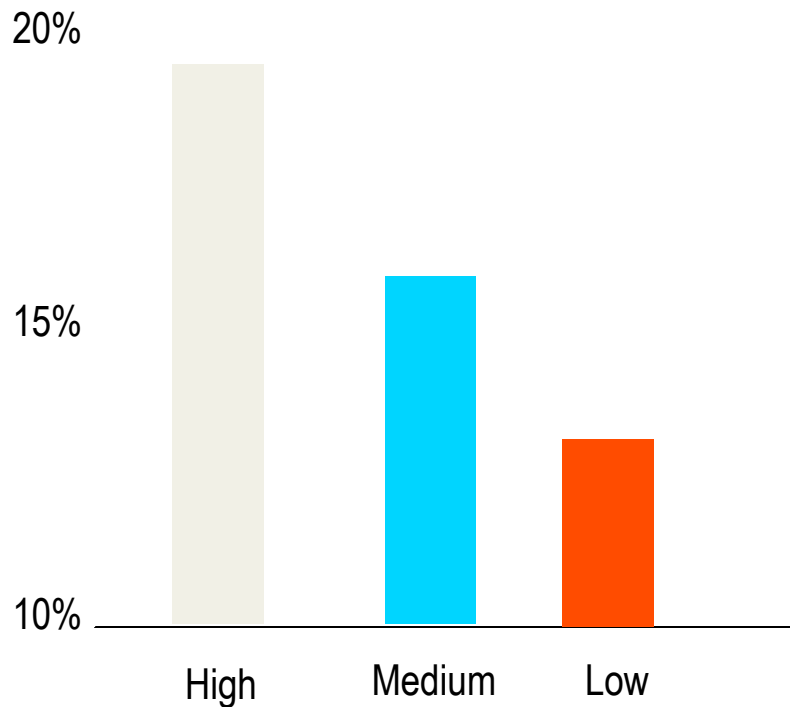
# Governance and Development:

## Lessons of Global Experience

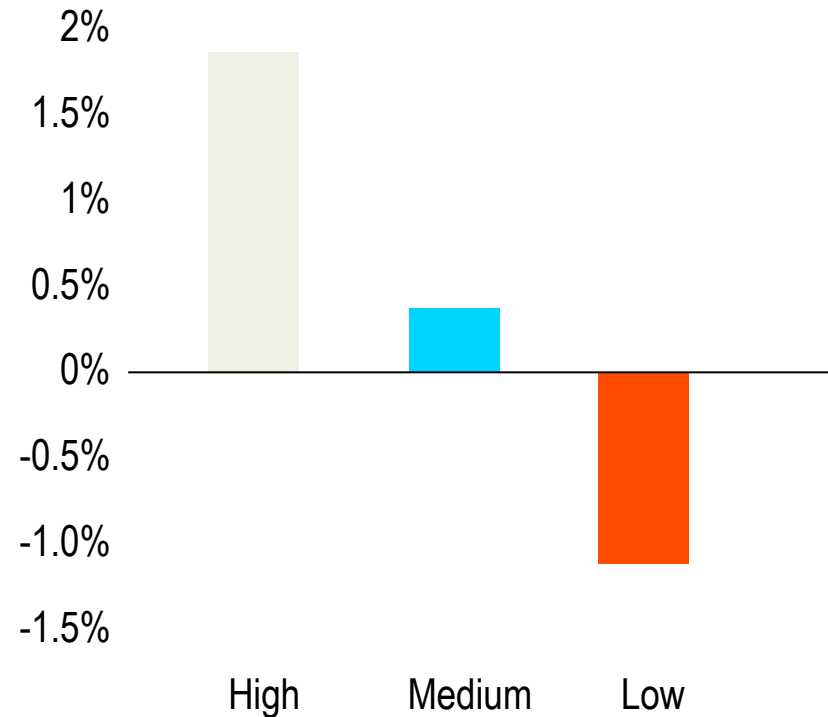
- **An effective state** is crucial for growth and poverty reduction (WDR '97)
- For an effective state, **good governance** is a cross-cutting priority for:
  - Building a **sound investment climate** for growth (macroeconomic stability, rule of law, regulatory system, physical & financial infrastructure)
  - Empowering people to make growth inclusive through **effective delivery of basic services** (education, health, social protection)

# Good Governance matters for investment and growth

**% Investment share in GDP**



**Income per capita Growth Rate**

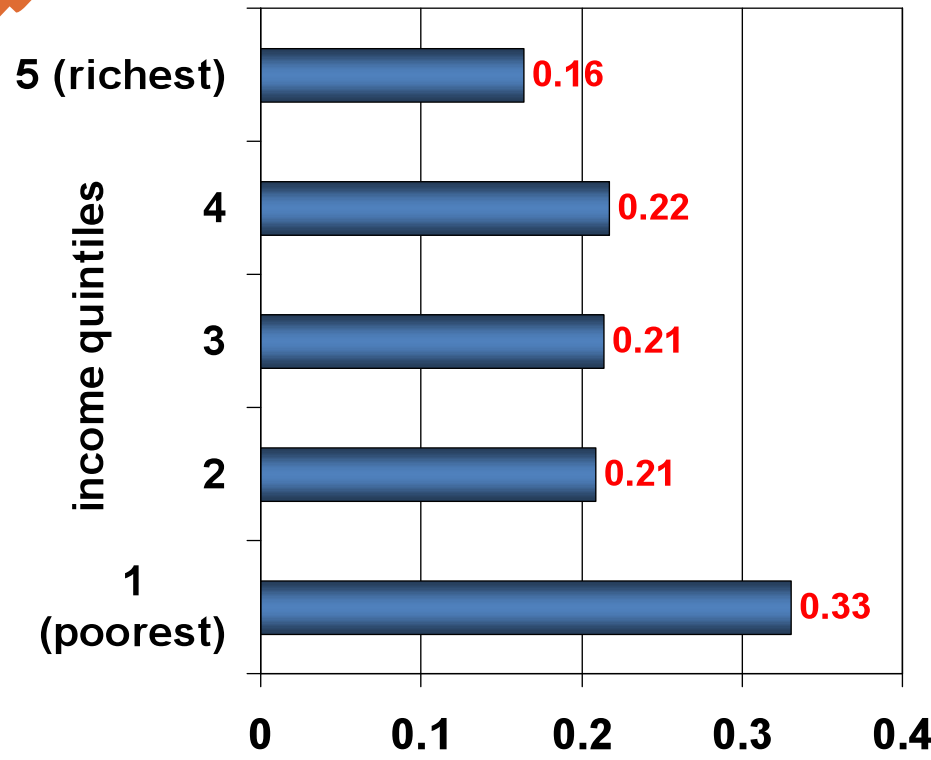


## Governance Quality

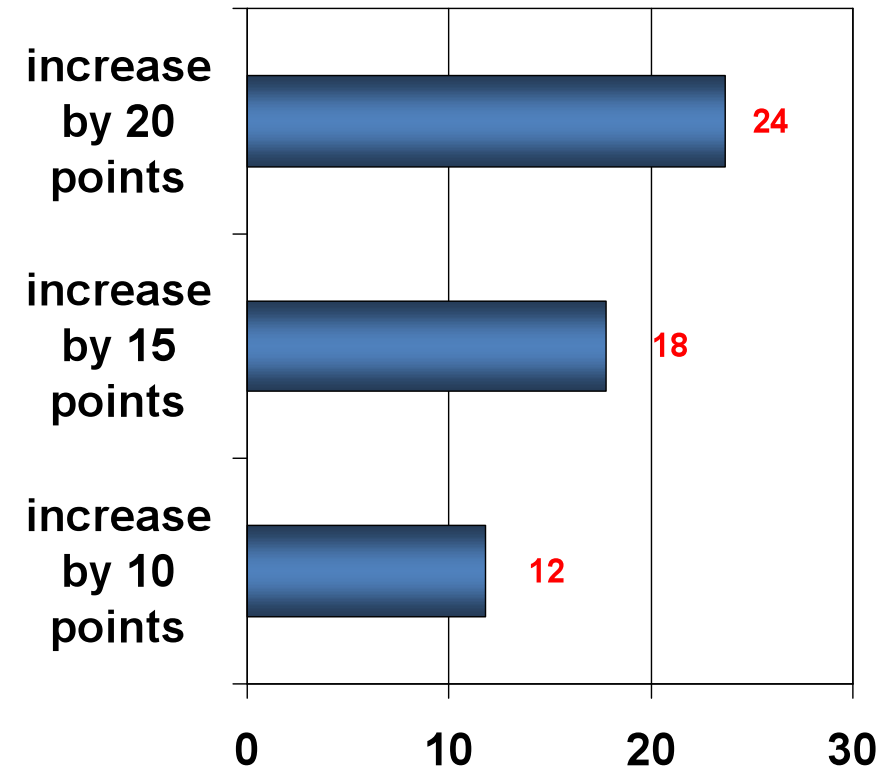
Governance Quality measured by perception of 4000 firms in 67 countries on: (i) protection of property rights; (ii) judicial reliability; (iii) predictability of rules; (iv) control of corruption. World Development Report Survey 1997



# Good governance is pro-poor



**Additional annual income growth due to an increase in the quality of governance (ICRG composite index) by 1 point**



**Reduction in the percentage of population living on less than \$2/day due to the increase in the quality of governance (ICRG composite index)**

Source: Knack, 2002

# Governance and Corruption

Not the same thing!



Governance

The manner in which the **State** acquires and exercises its authority to provide public goods and services



Corruption

Using **public** office for **private** gain

- **Corruption** is an **outcome** – a consequence of weak or bad governance
- Poor **delivery of services** and weak **investment climate** are **other outcomes** of bad governance

# Poor Governance

Lack of  
Transparency

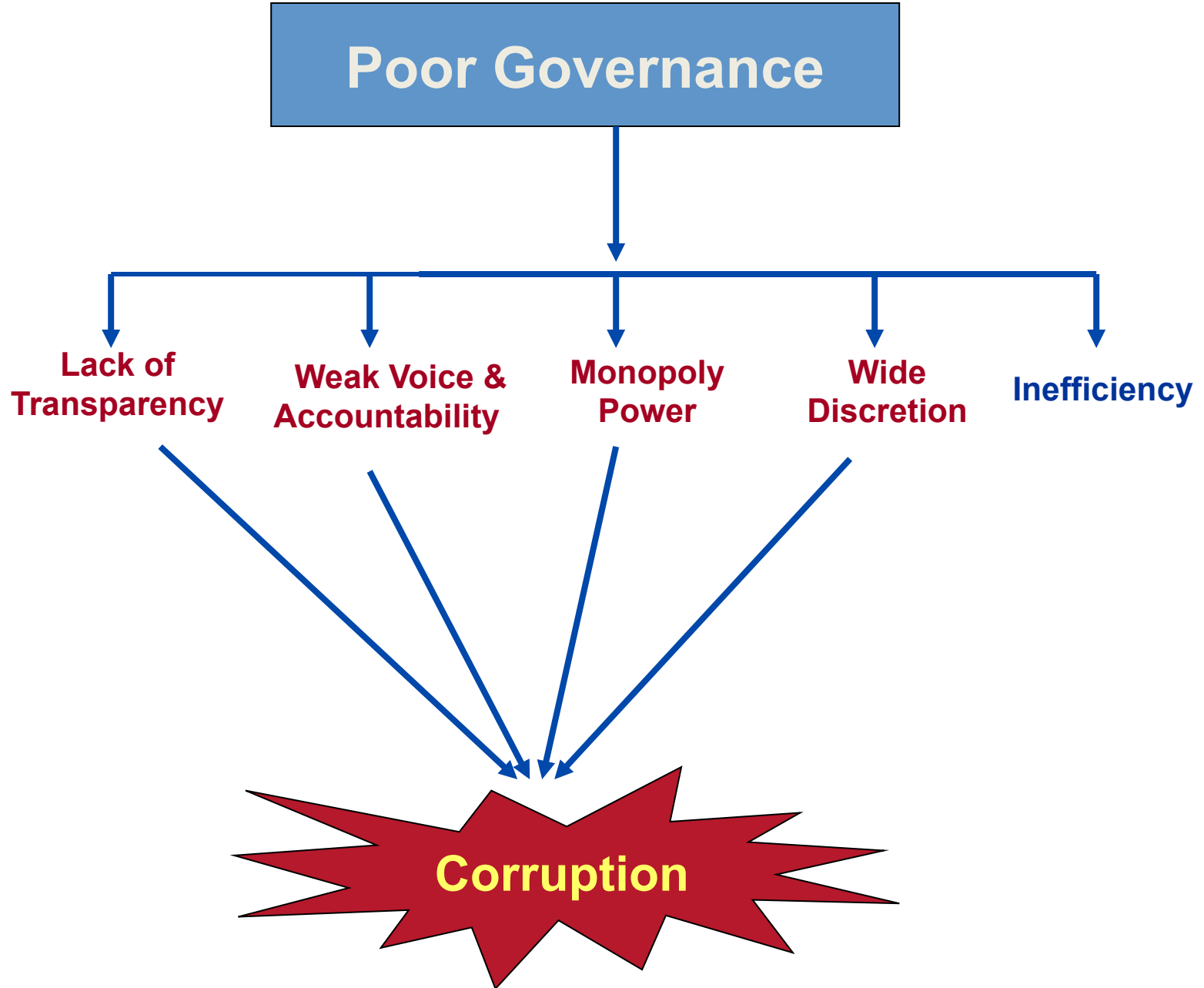
Weak Voice &  
Accountability

Monopoly  
Power

Wide  
Discretion

Inefficiency

Corruption





### ***Administrative Corruption:***

Private payments and other benefits to public officials in connection with the implementation of government policy and regulations

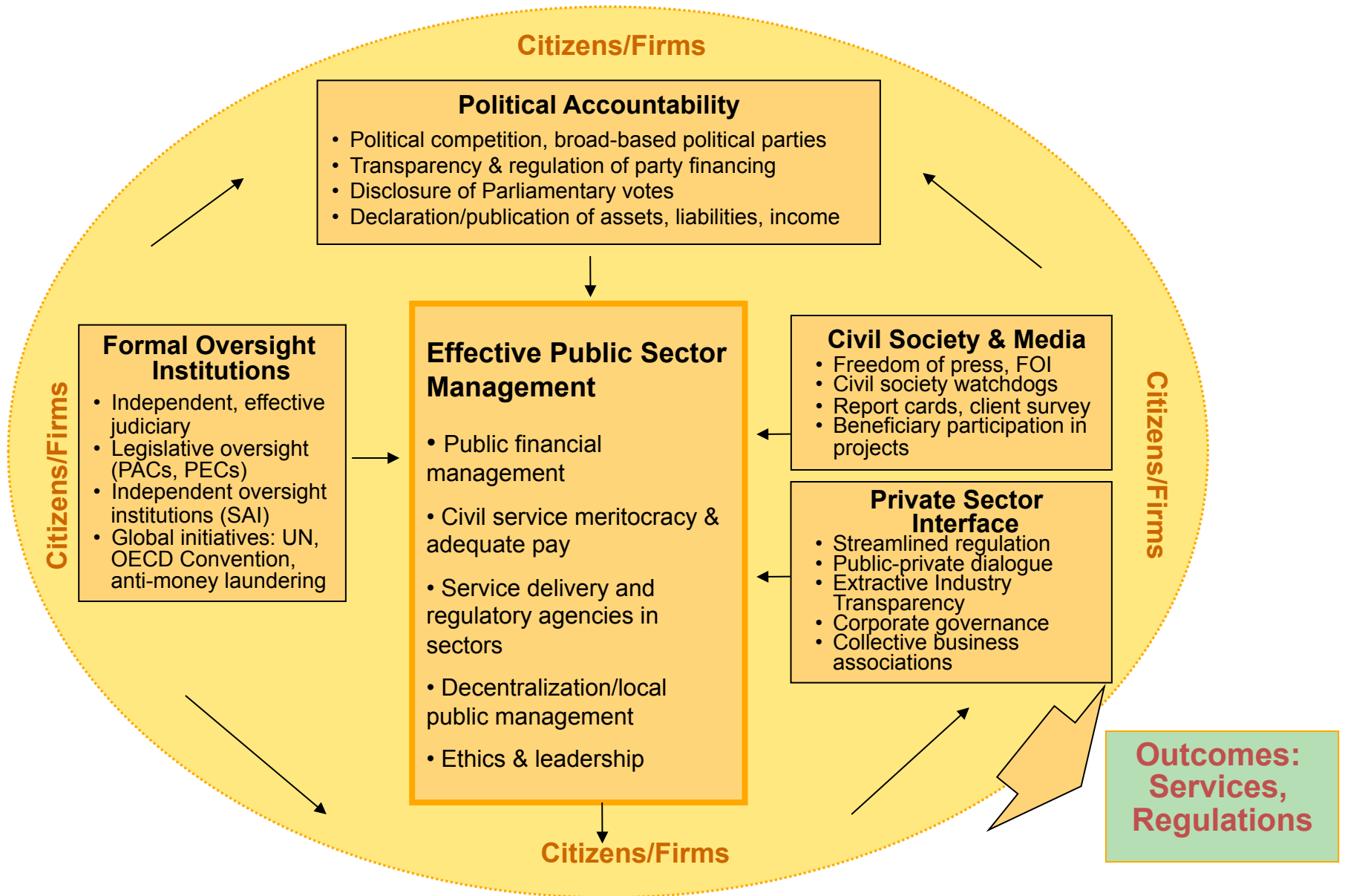
### ***Nepotism & Patronage:***

Favoritism shown to narrowly targeted interests by those in power such as granting favors, giving contracts or making appointments to office in return for political support

### ***State Capture:***

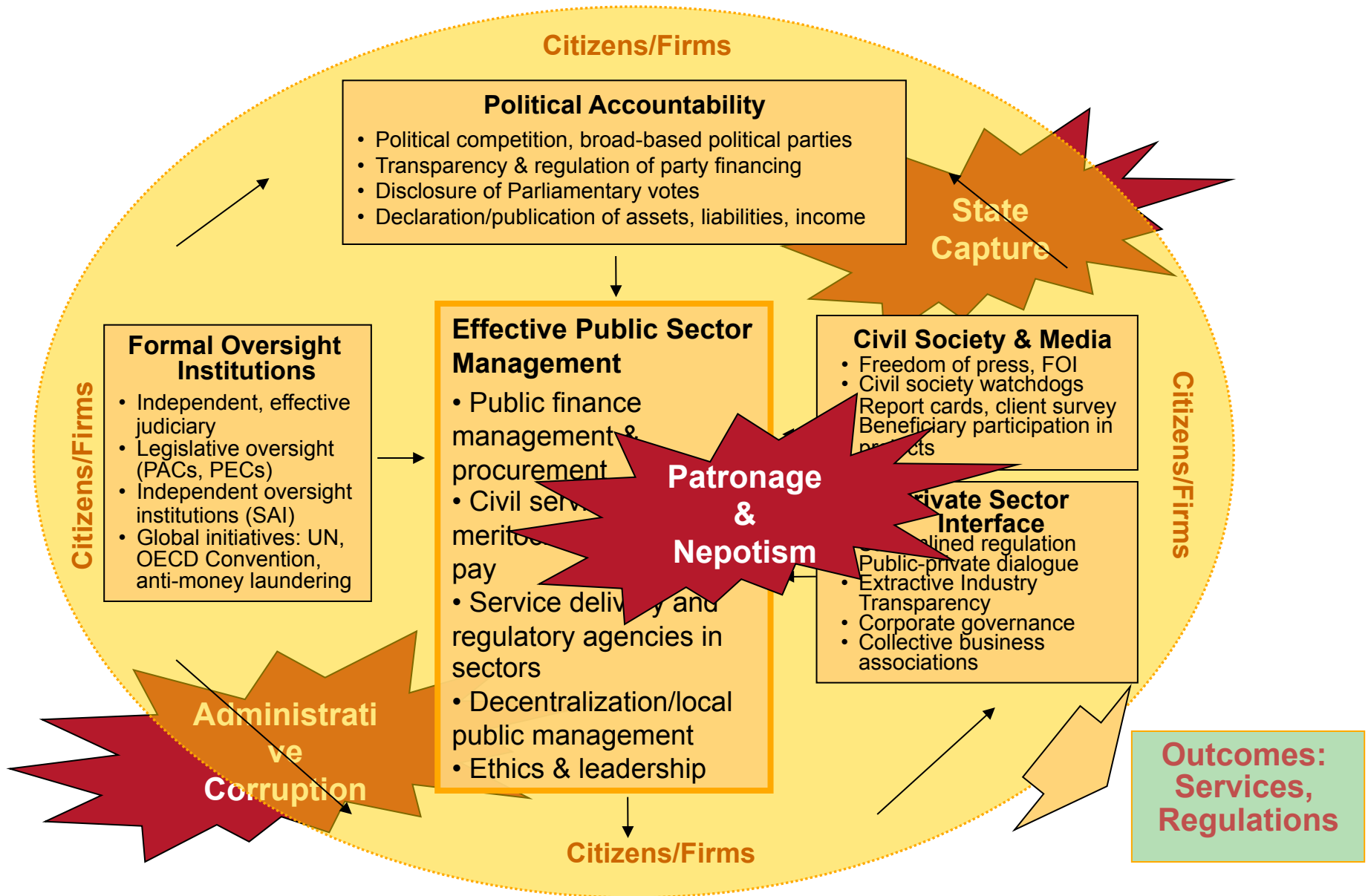
Influence of powerful economic interests in the public and private sectors in the formation of laws, regulations, policies through illegal provision of private benefits for public officials

# Governance has many dimensions





# When Governance Breaks Down . . .



# Diagnostics: Drilling Down the Governance Landscape

- Diagnosing Governance *as a whole (Country Level)*
- Evaluating corruption *across sectors*, e.g. procurement
- Evaluating corruption *at the sector level*, e.g. education

Governance:  
Country Level



# “Measuring” Quality of Governance and Corruption at the Country Level

(Kaufmann-Kraay indices:)

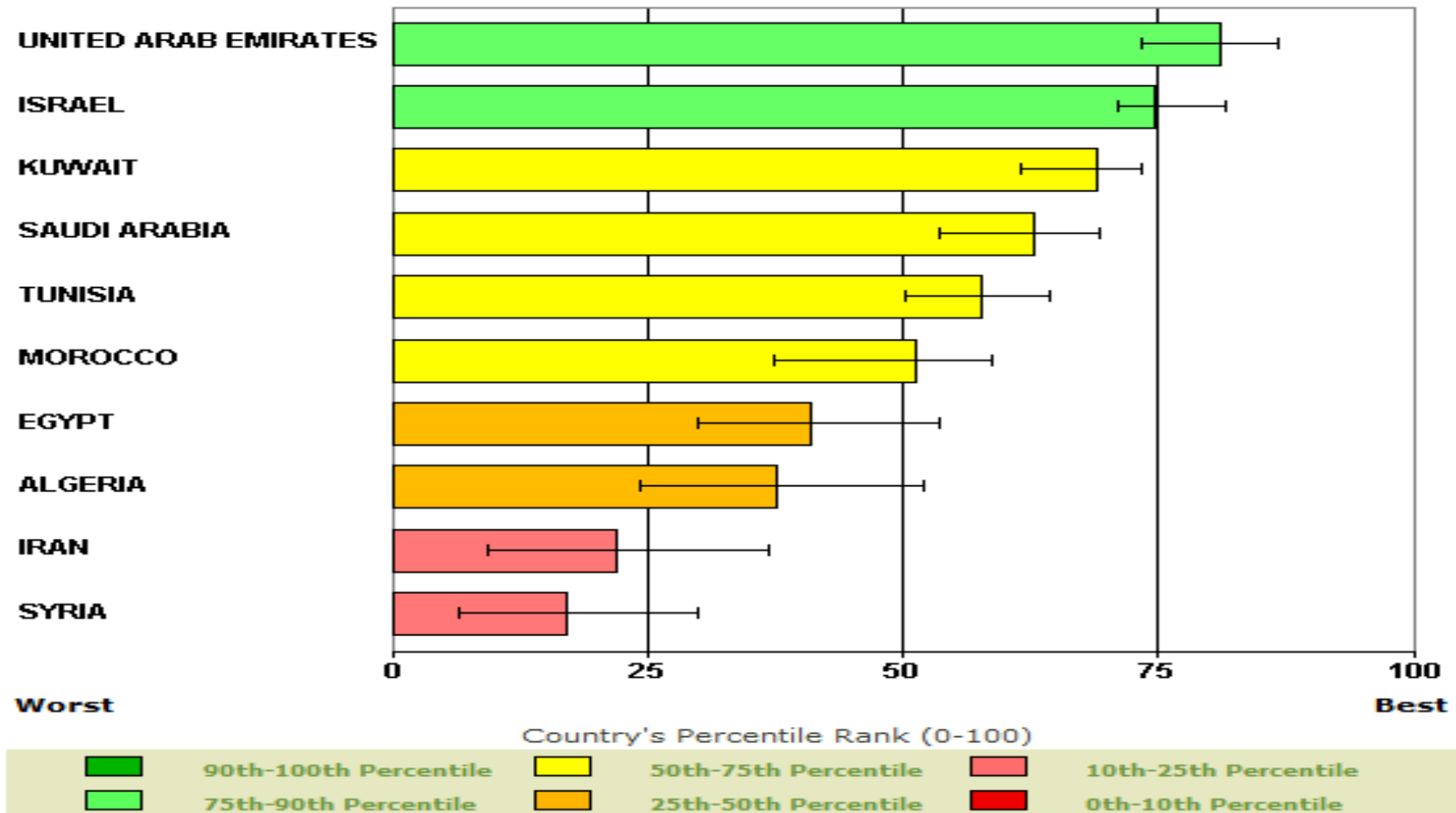
- Political stability
- Rule of Law
- Voice and accountability
- Government effectiveness
- Regulatory quality
- Control of corruption

<http://info.worldbank.org/governance/wgi/index.asp>

# Control of Corruption: Cross country Comparisons

## Control of Corruption(2009)

The data on chart is sorted in descending order from top to bottom.

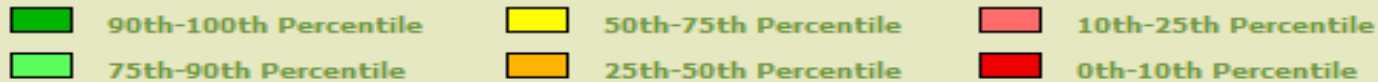
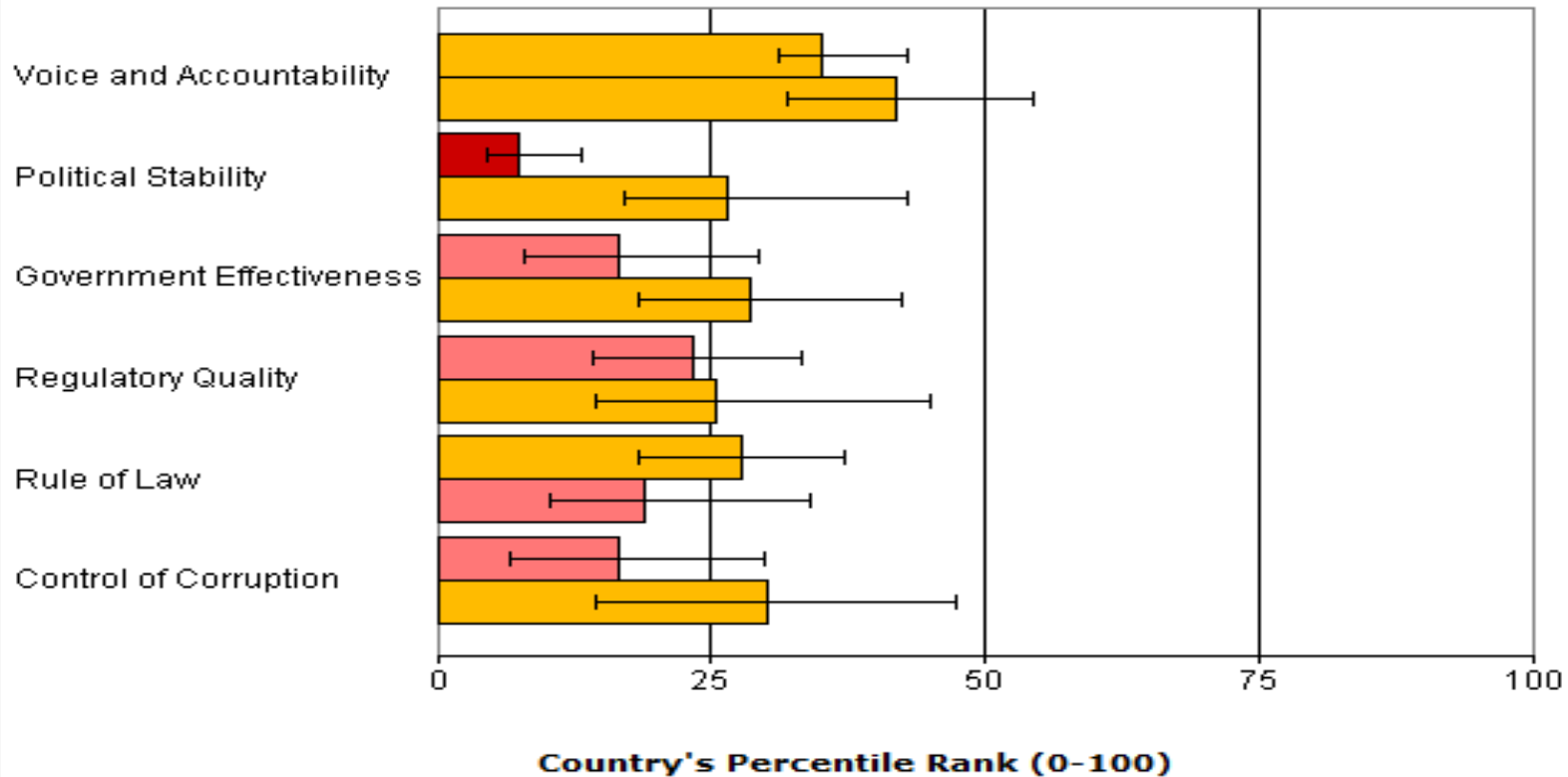


Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), *The Worldwide Governance Indicators: Methodology and Analytical Issues*

# Governance Indicators: Bangladesh

## BANGLADESH

Comparison between 2009, 1998 (top-bottom order)



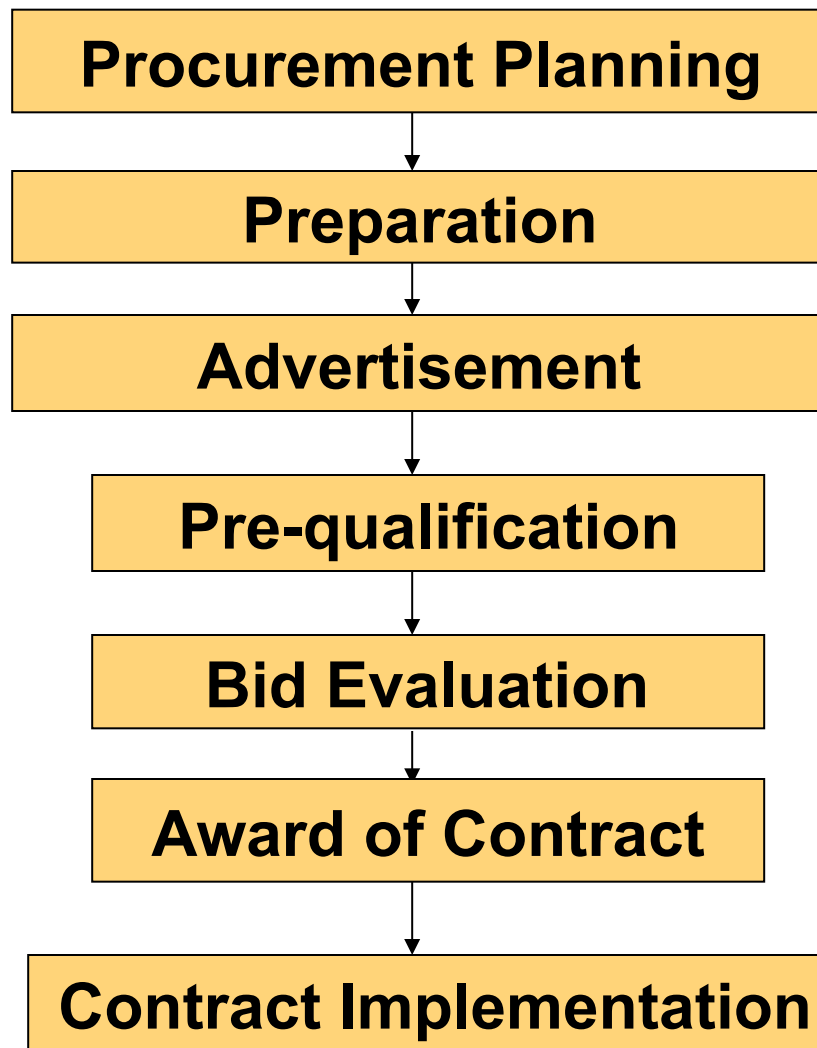
Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), *The Worldwide Governance Indicators: Methodology and Analytical Issues*

## Governance: Within Country –Across Sectors



# Public Procurement: *Process Flow & Corruption Risk Mapping*

## ***Stages of the Procurement Process***





## Governance: Within Country – Within Sector



# Sector Level: *The Value Chain & Corruption Risk Mapping*

## *Health Sector -- Delivery of Essential Drugs*



- Efficacy
- Labeling
- Marketing
- Use
- Warnings
- Full registration
- Reevaluation of older drugs

- Determine budget
- Assess morbidity profile
- Determine drug needs to fit morbidity profile
- Cost/benefit analysis of drugs
- Consistency with WHO criteria

- Determine model of supply/ distribution
- Reconcile needs and resources
- Develop criteria for tender
- Issue tender
- Evaluate bids
- Award supplier
- Determine contract terms
- Monitor order
- Make payment
- Quality assurance

- Receive and check drugs with order
- Ensure appropriate transportation and delivery to health facilities
- Appropriate storage
- Good inventory control of drugs
- Demand monitoring

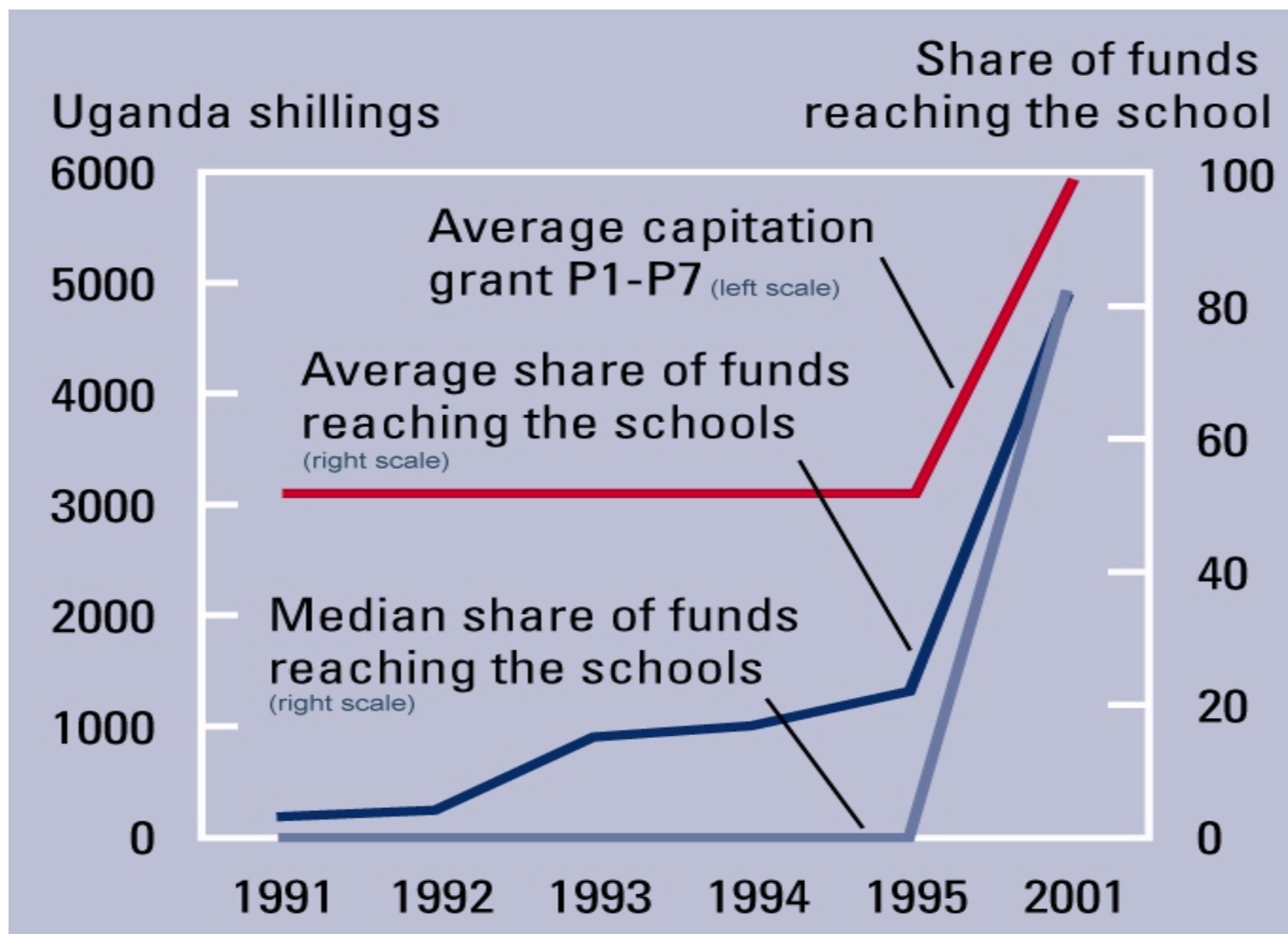
- Consultation with health professional
- In-patient care
- Dispensing of pharmaceuticals
- Adverse drug reaction monitoring
- Patient compliance with prescription



*How can we improve  
governance and reduce  
corruption?*

# Enhancing Transparency

## The Power of Transparency and Monitoring: *PETS & Primary Education in Uganda*

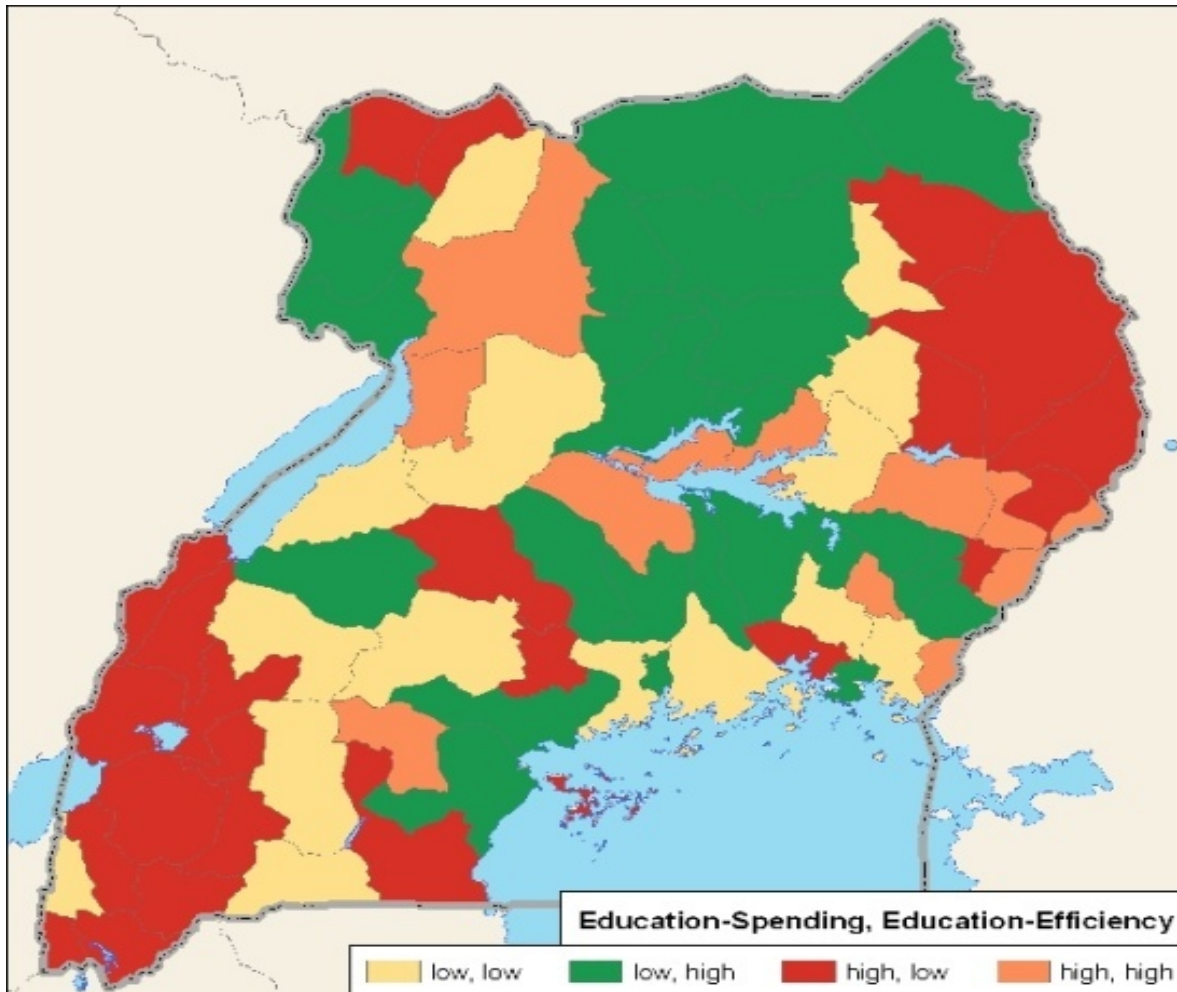


Source: Reinikka and Svensson (2001), Reinikka and Svensson (2003a)

MORE OPEN  
GOVERNMENTS

**BOOST**  
SPENDING AND  
PERFORMANCE.  
DATA AND  
RESULTS.

fosters dialogue on  
expenditure flows &  
efficiency



Links spending data to  
service delivery  
outcomes for all levels  
of government

20 countries and  
growing,  
with Moldova live on  
website

MORE OPEN  
GOVERNMENTS

# Mapping for Results

increases transparency of resources



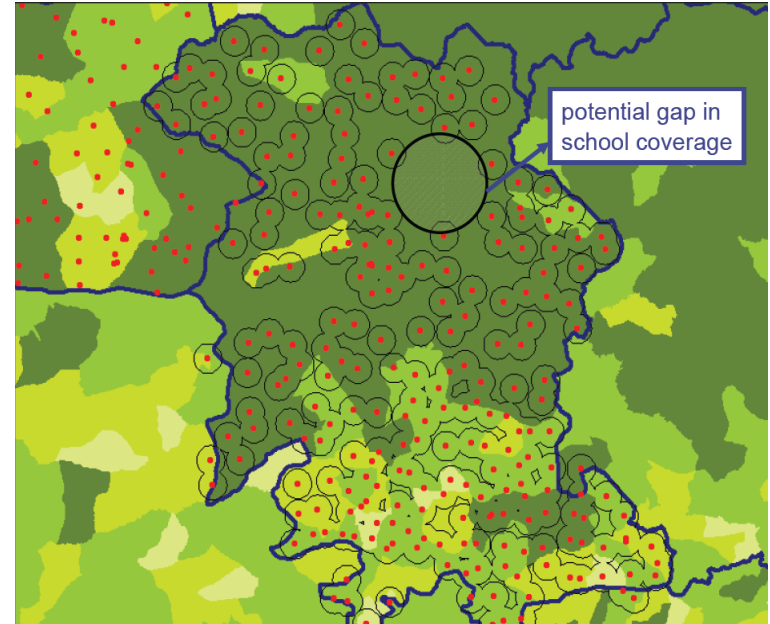
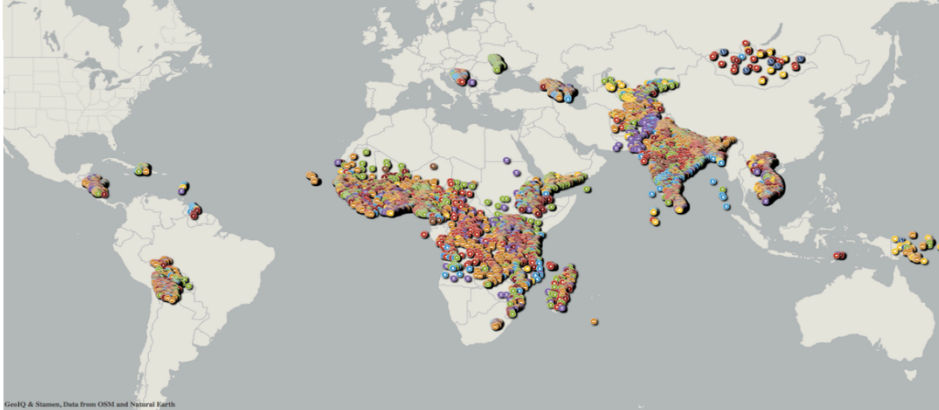
ABOUT DATA RESEARCH LEARNING NEWS PROJECTS & OPERATIONS PUBLICATIONS COUNTRIES TOPICS

## Mapping for Results

DOWNLOAD SHARE

WORLD

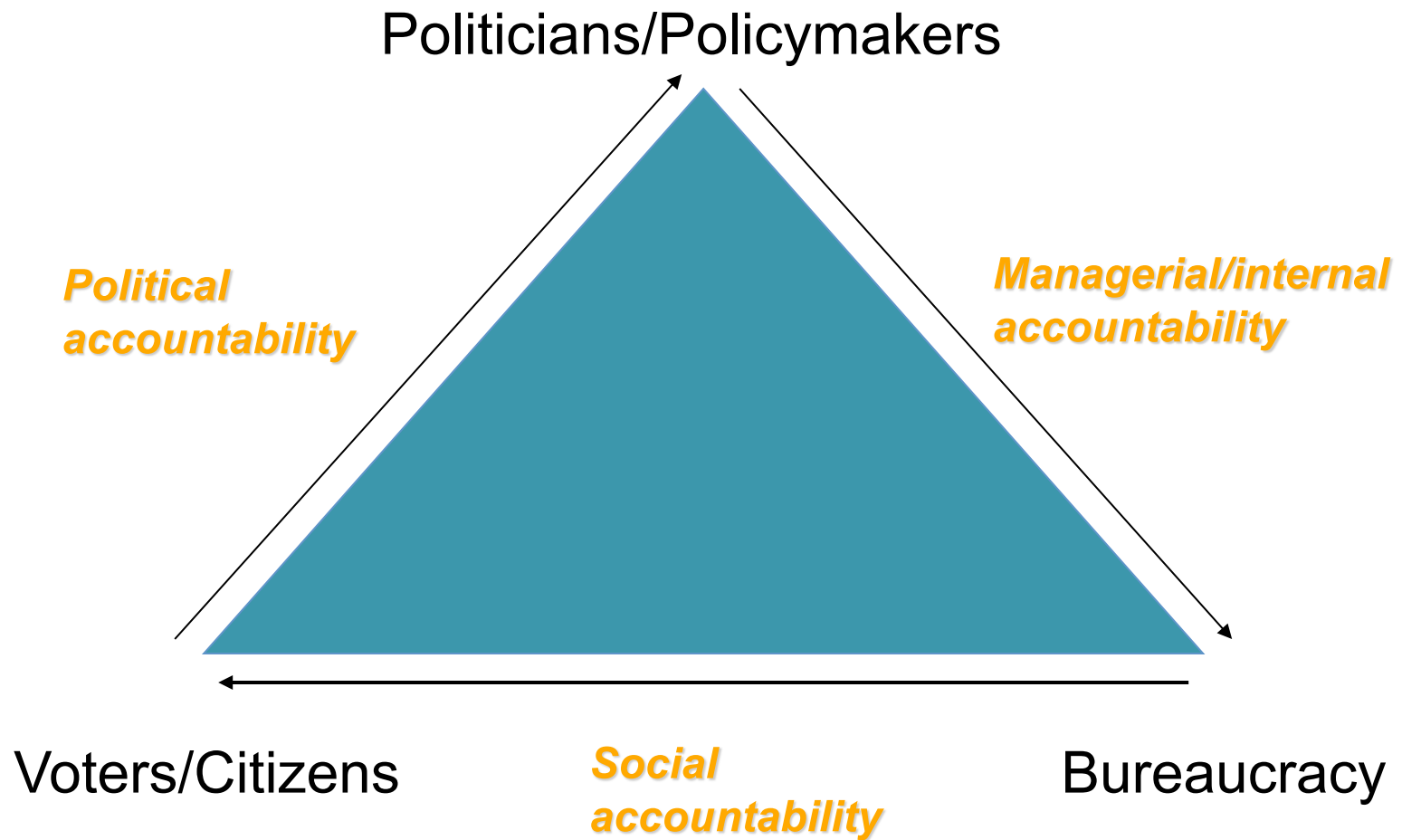
2717 total active projects working in 16,520 mapped locations





# Enhancing Accountability

# The *Accountability* “Triangle”

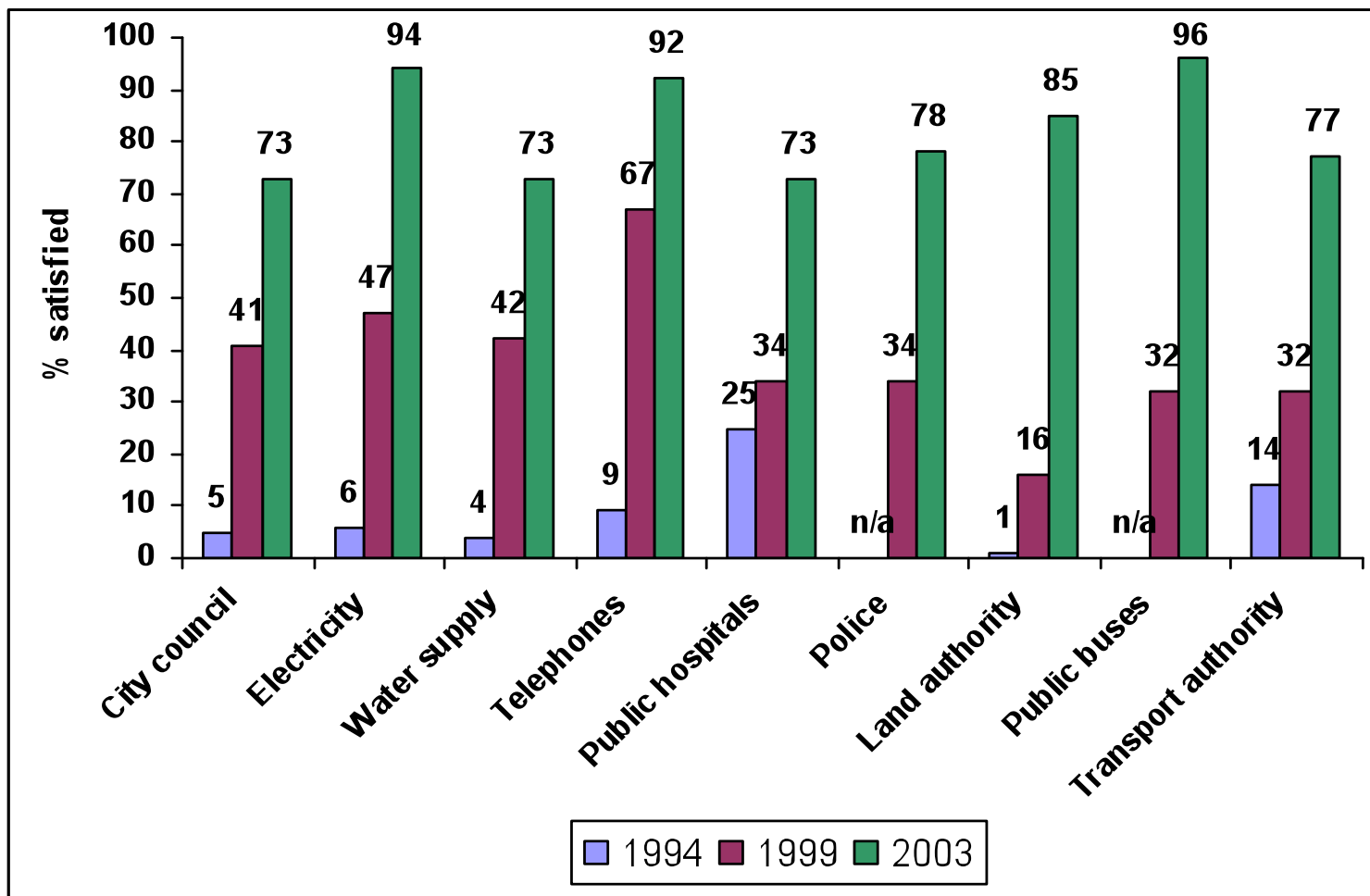


# ***What is Social Accountability?***

*. . . an approach towards building accountability*

- that relies on civic engagement,
- where ordinary citizens and/or their organizations participate directly or indirectly in exacting accountability
- ‘*demand-driven*’ or “*bottom-up*”
- and complements non-effective, formal accountability systems

# The Report Card: Improving Public Services in Bangalore



Source : PAC

MORE OPEN  
GOVERNMENTS

# Access to Information

creates an enabling environment for open government

- Building the capacity of governments in Africa, South Asia, and Latin America to adopt & implement ATI and respond to citizens requests
- Increasing public awareness and civil society capacity to use ATI for government accountability



## Bangladesh

Shamima Aktar uses ATI to fight for beneficiary rights for poor women



Where are my teachers today?



# ANSA Network “Check My School” project

HOME MAP SERVICES COMMUNITIES FAQs TEXT CMS SHARE LOGIN REGISTER

You are here: HOME >

Enter your school here:  SEARCH

**Checkmyschool.org** maps information on public education services in the Philippines. Help check available information in this website and send feedback about the situation of your school.

Here are what you can do:

- Volunteer to Update Information
- Send Us Your Feedback
- Join Our Weekly Poll
- Respond to Issues
- Send GPS (Global Positioning System)
- Participate in CMS Programs

**Checkmyschool.org Live Counters**

- 0 community volunteers
- 0 schools with feedback
- poll results not yet available
- 8,000 schools with GPS

Checkmyschool.org is a joint initiative of DepED and ANSA.

**IN FOCUS**

- Textbook Count Online
- Check My School conducts Brown Bag Session in ADB
- Check My School consults DepEd and stakeholders
- Draft Memorandum of Agreement with Department of Education

**FEEDBACK**

Type comment here...

- i graduated in 1990...wish to have a reunion with my classmates. Unknown
- Your coordinates for Payatas B, Payatas B Annex and Nagkaisang Nayon Elementary School are incorrect. Nagkaisang Nayon Elementary School is in Novaliches madelyn M. cajtes
- i am glad that i can share the location of my school where everyone can see the situation. mitch1988
- Batch 79 planning to having an alumni this coming november 2010 Georgina Raven

**Magkaya Elementary School**

Region: Region VII Division: Bohol District: Buenavista

School ID: 118079

Address: Magkaya

Latitude: 12.361969

Longitude: 121.054745

Contact Number: N/A

Email: N/A

School Head: Noreen N. Celocia

Total Enrolment Data: 201

Student: Teacher Ratio: 29:1

Seat: Student Ratio: 0.88:1

Budget (in thousand): 48

Total # of Instructional Rooms: 3

Number of Shifts: 6

# Increasing Competition and Reducing Discrepancy

# *Public Procurement*

## Using ICT: Chile

- All supplier companies register, indicating areas of business (e.g., IT, construction, furniture)
- Public agencies submit tenders through internet
- Automatic e-mail to all companies in selected area
- Online information on name, position of official in-charge
- Online information on results: who participated, proposals made, scores received, who won bid, historical record of agency's purchases and contracts

## Engaging CSOs: Philippines

- ◆ Legal foundation a mess with over 100 laws and regulations
- ◆ New omnibus law needed for clarity and predictability in the process
- ◆ New law in 2003 with determined efforts of reform minded public officials allied with strong and unified advocacy efforts of CSOs to offset entrenched vested interests
- ◆ For credible enforcement: requirement that all bids and awards committees must have at least one observer from a certified CSO
- ◆ Extensive training of CSOs now under way

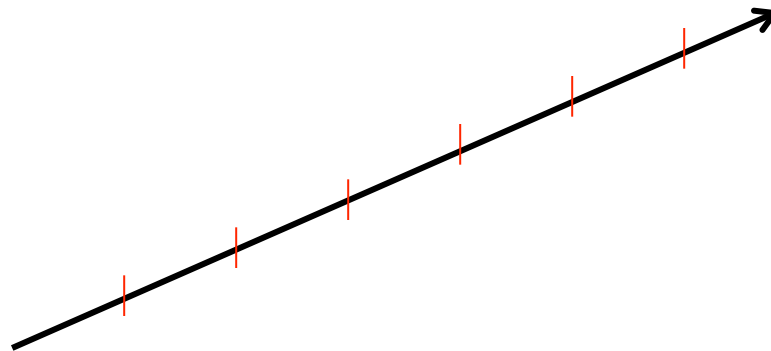


The \$64M Question ???

# Change and Development



Status Quo

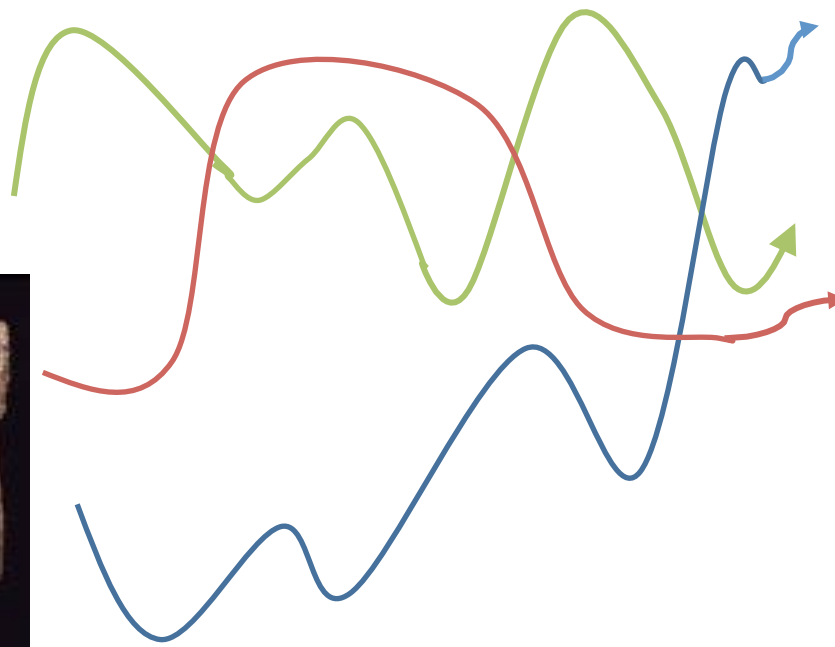


Desired State

# Change and Development

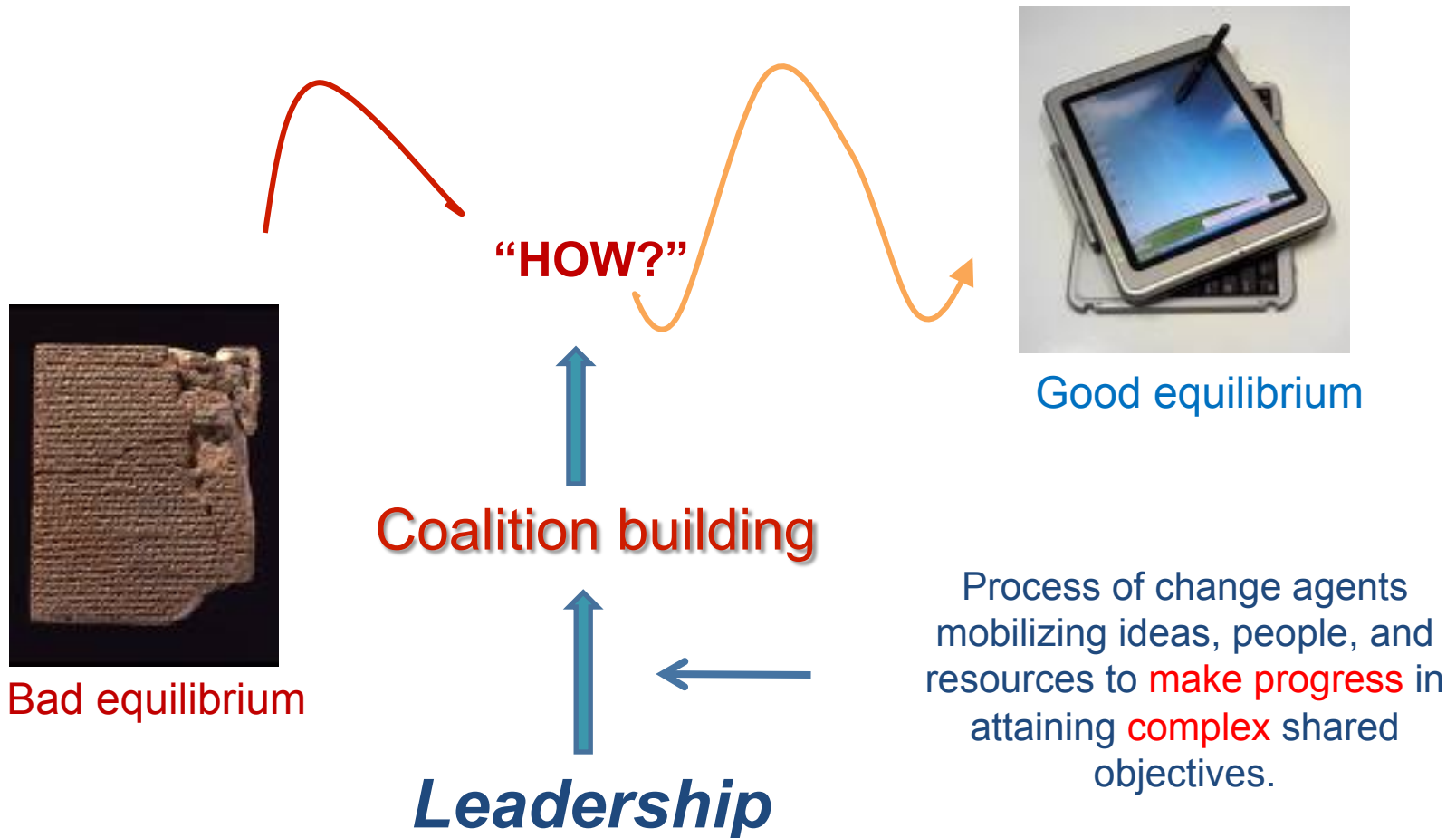


Status Quo

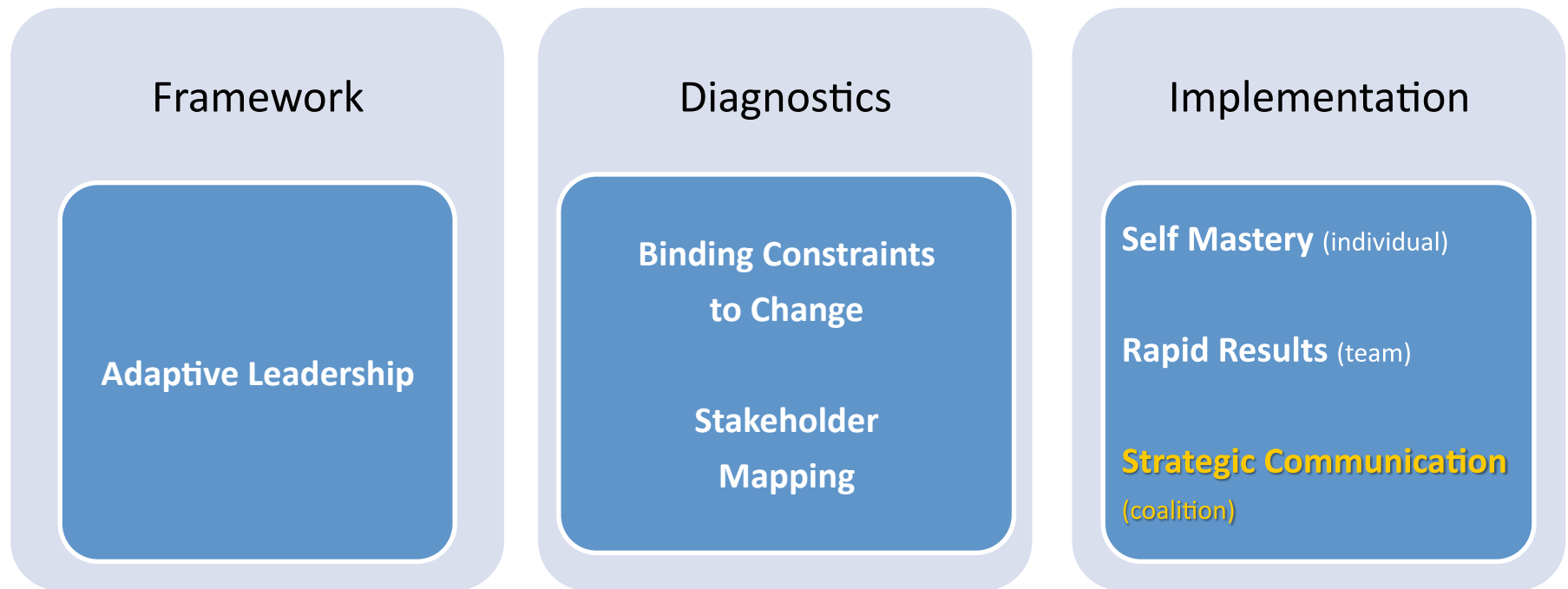


Desired State

# The Challenge of Governance Reform



# WBI's Leadership for Development Platform



# Governance and Development

*History*

*Definitions*

*Framework*

*Diagnostics*

*Reform Solutions*



***Leadership  
and the HOW”***

Thank You