

ASEAN EXECUTIVE GOVERNANCE PROGRAM

Opening remarks,
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The World Bank
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4 questions

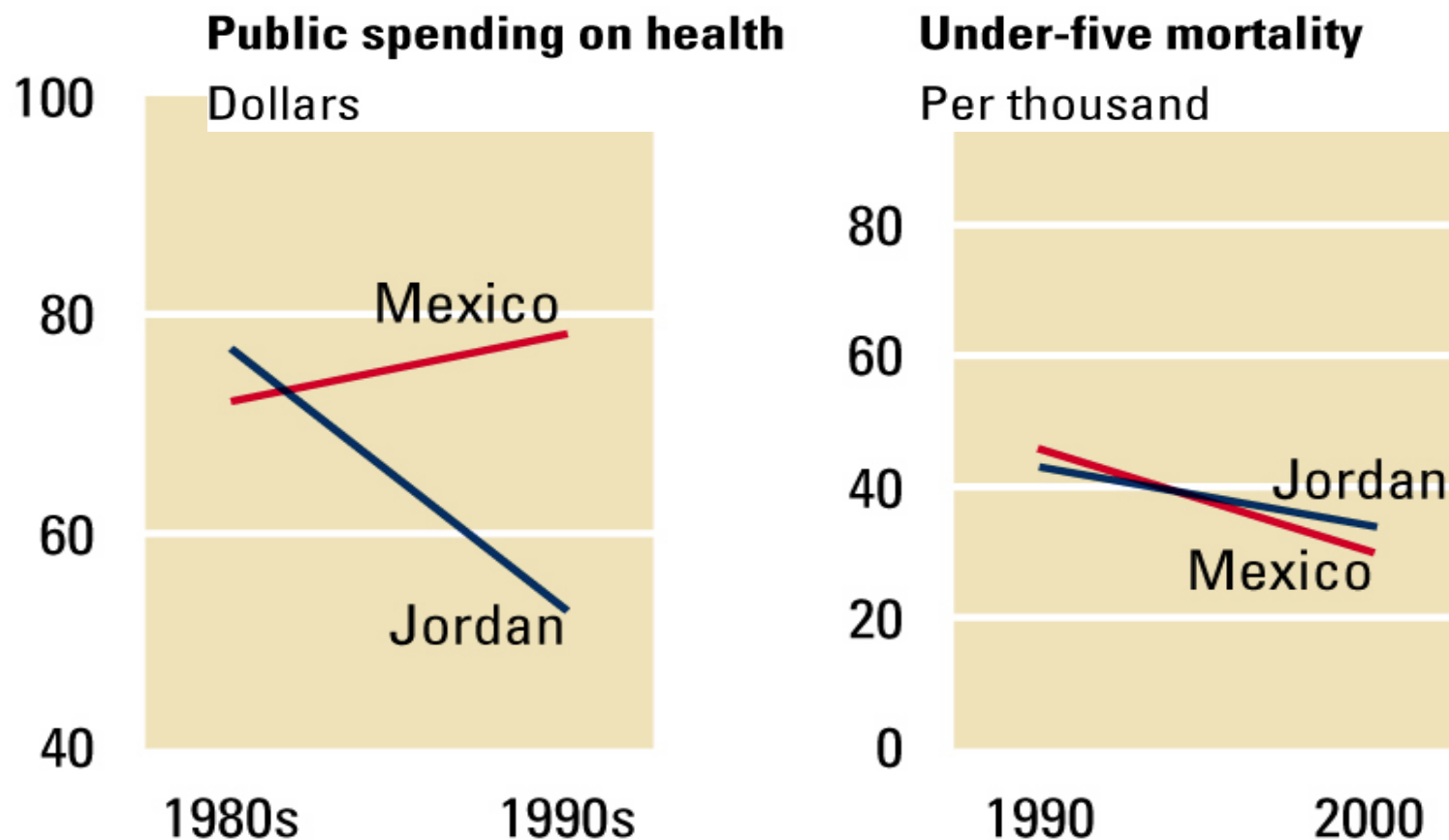
- 1. Why should we care about governance?**
- 2. What are the key questions for improved performance? – and some solutions**
- 3. Governance convergence – can it work and how can it work? EU and some pointers for ASEAN**
- 4. What could be some of the key themes to explore over the week?**

1. Why should we care about governance?

- It matters for performance...it matters for service delivery...it matters for poverty reduction...it matters for growth
- Performance, e.g. Meritocracy:
- Service delivery: Spending is not enough...or feasible within a hard budget constraint.

Because increasing spending is not enough...

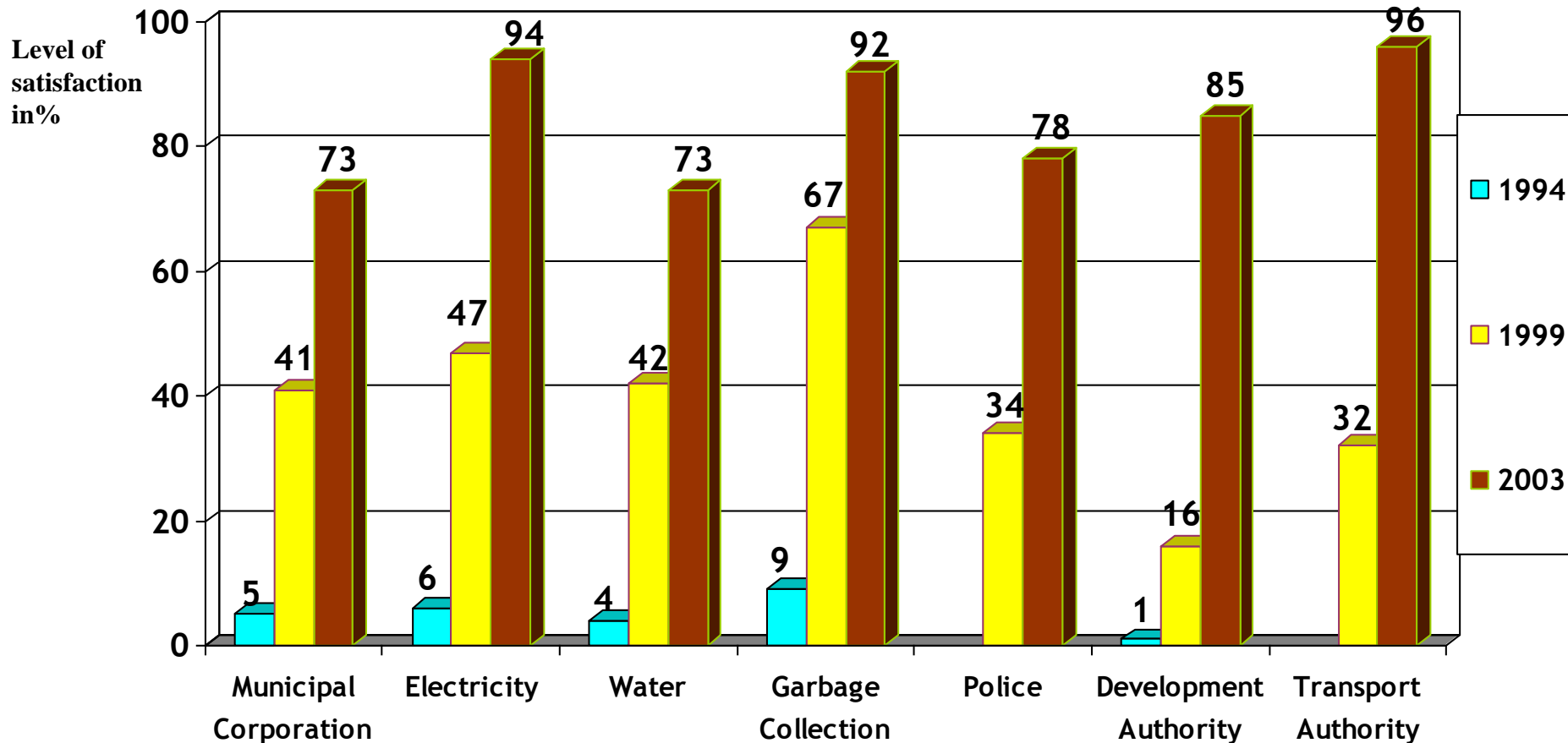
Increasing spending is not enough...



Source : World Development Report 2004

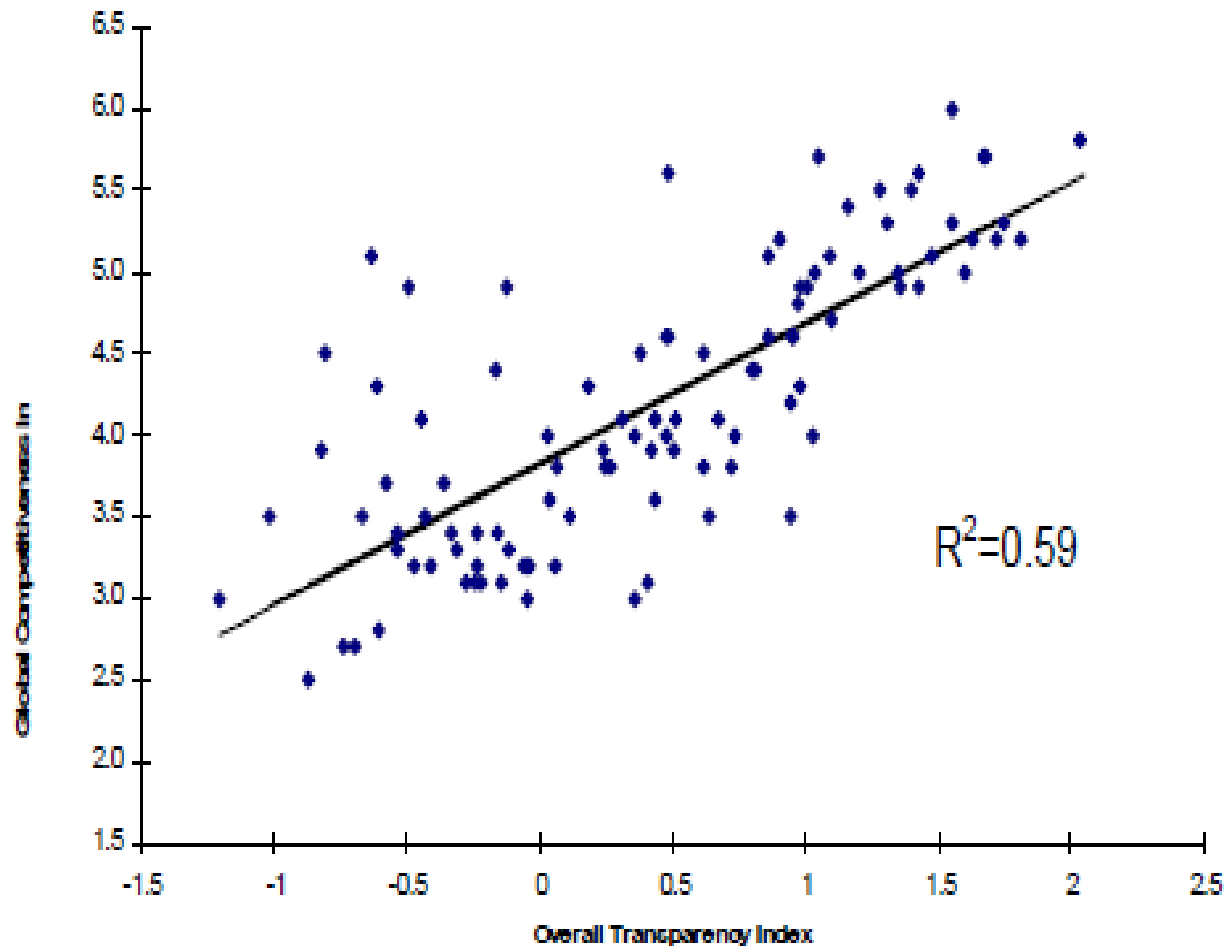
Improving performance through transparency

Transparency and accountability matters: The Bangalore Citizens Report Card



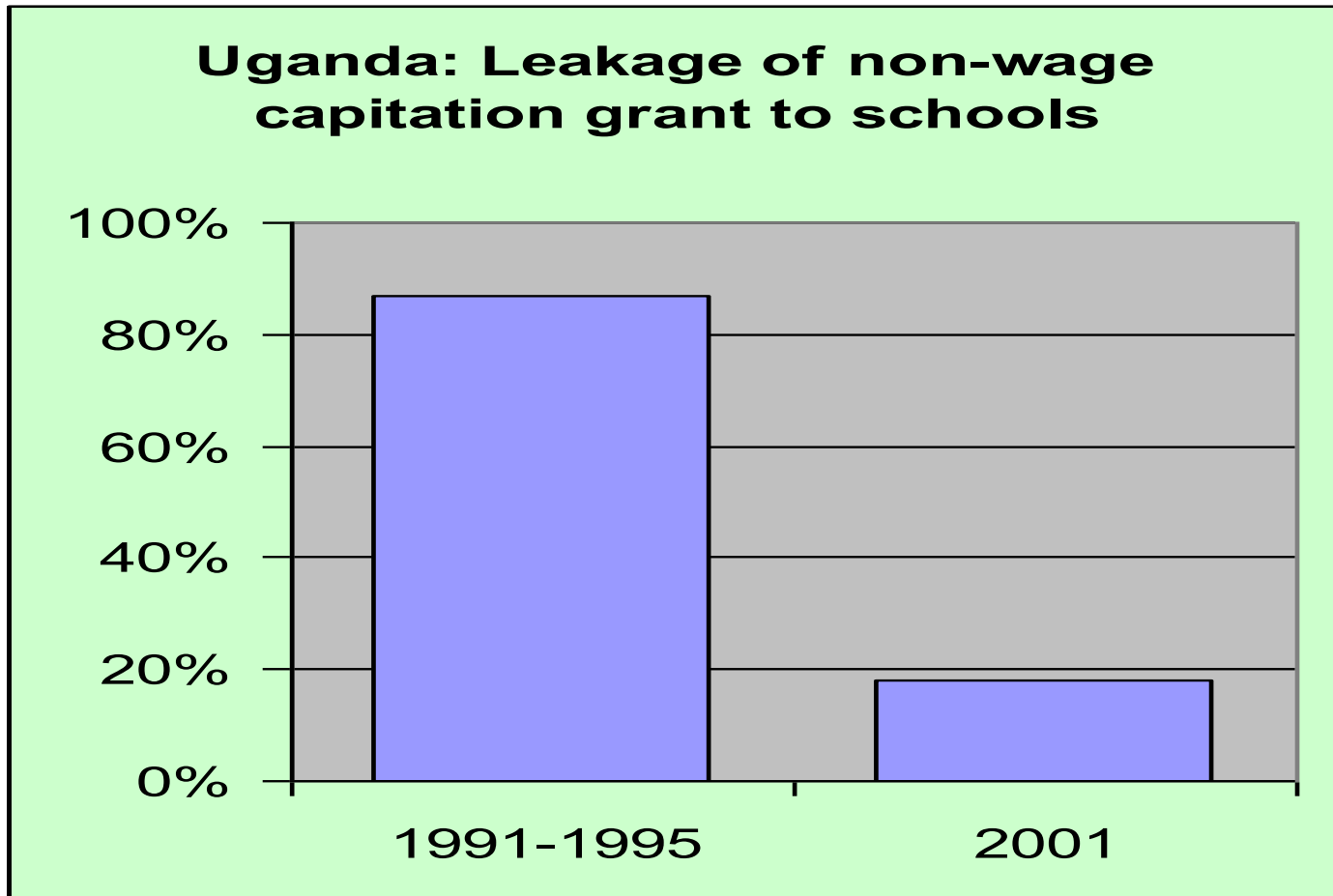
Source : PAC 1994, 1999, 2003

Transparency and Competitiveness are positively correlated



Sources: Bellver and Kaufmann 2005; World Economic Forum 2004.

The Public Expenditure Tracking Survey in Uganda

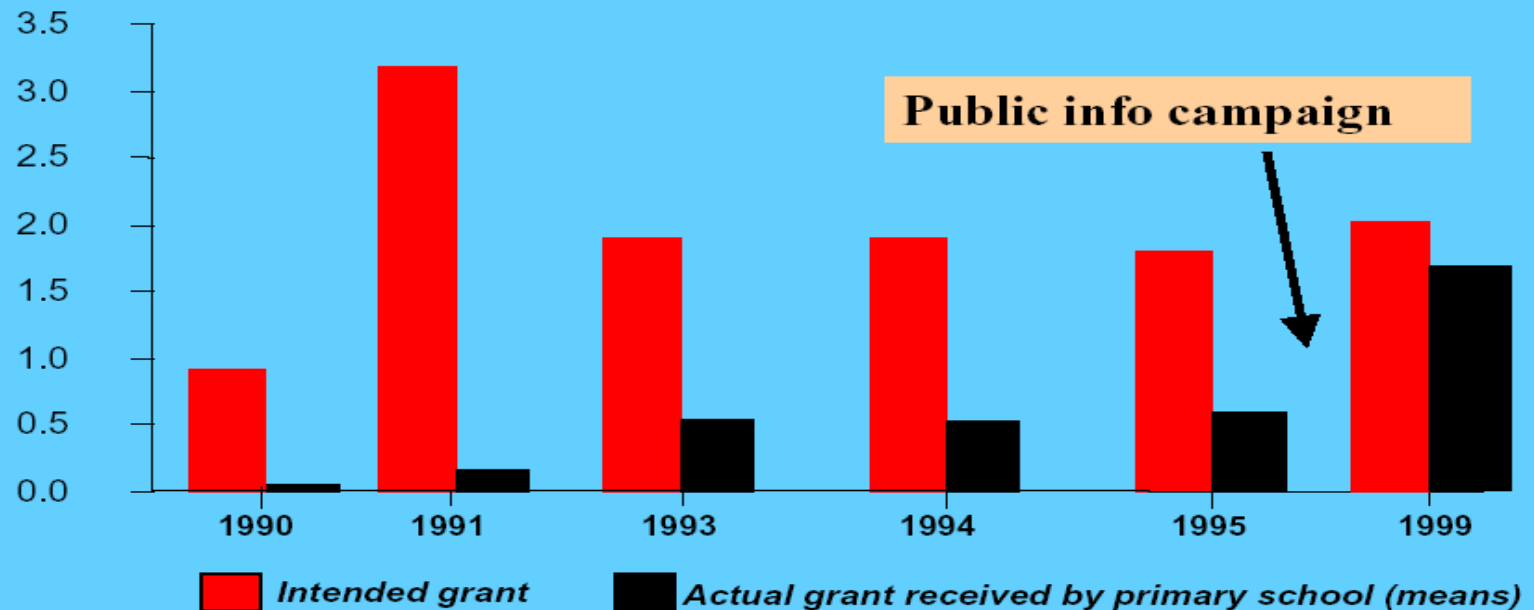


The Public Expenditure Tracking Survey in Uganda

Transparency and Citizen Oversight

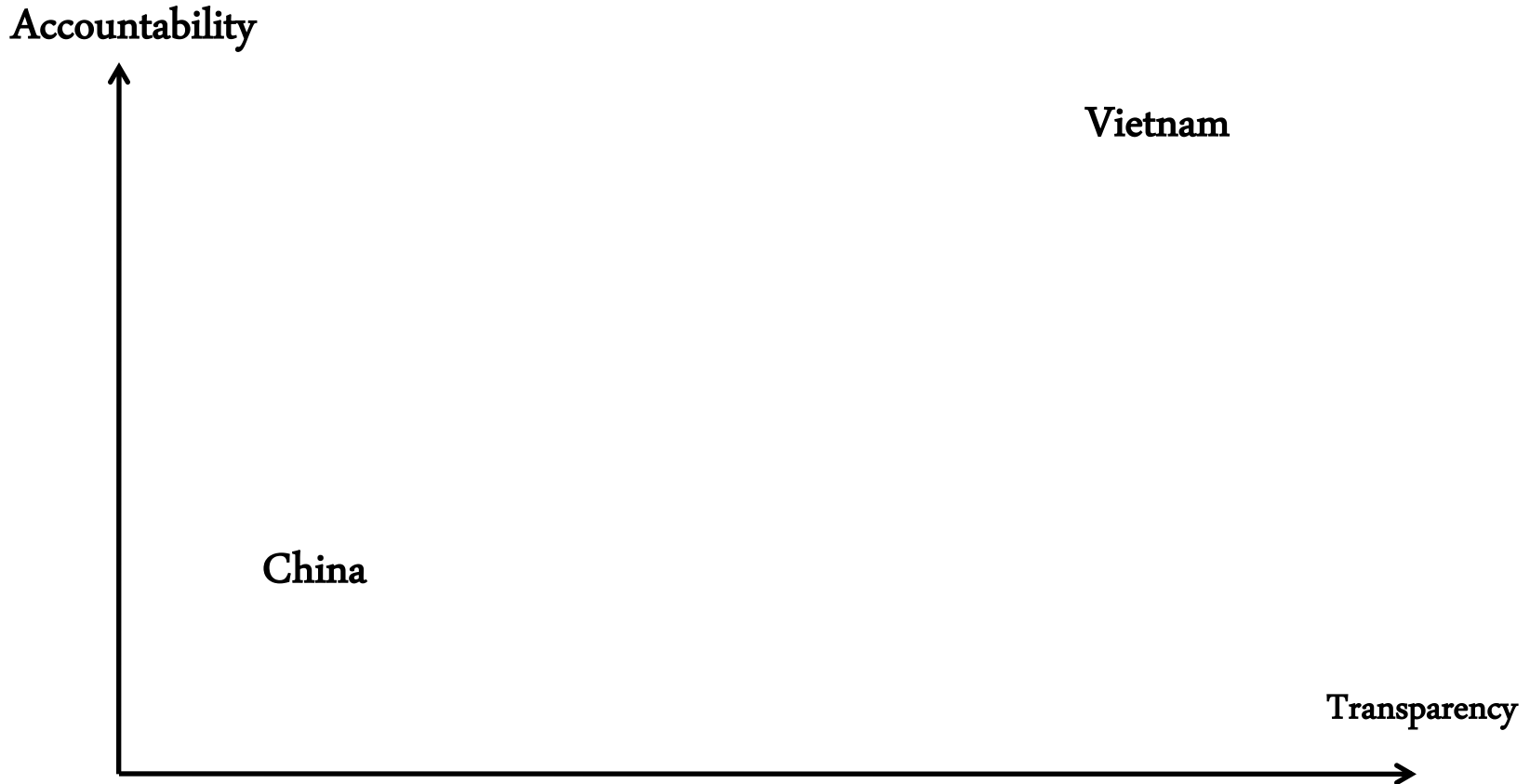
US\$ per student

Tracking Education Dollars in Uganda



Source: Uganda Public Expenditure Tracking Surveys

Vietnam and China– different response to SARS ...



2. What are the key questions for improved performance

Six perennial questions for improved performance

1. How can we create orderly and efficient government administration?
2. How can we get government closer to the people?
3. How can we make government more affordable?
4. How can we make government more honest?
5. How can we make government more responsive to citizens and businesses?
6. How can we make government perform better and deliver on our key objectives?

How have governments tried to address these questions – Attempts over time...

SOLUTION	PRACTICE AND EXAMPLES	MAIN ACTION PERIOD
A. 'Bottom-up' social accountability reforms	Participatory budgeting; citizen report cards	Late 1990s to present
B. Decentralization (political and/or administrative)	Devolve budgets and staff to line agencies Decentralize to local authorities	1970s to present
C. Integrity and anti-corruption reforms	Create anti-corruption commission Produce codes of ethics	1990s to present
D. New Public Management	Performance management Functional reviews Organizational restructuring	1990s to present
E. Public administration & capacity-building	Create new structures – Public Service Commissions, Train public servants	Post-independence period
F. Rightsizing/pay reforms	Reduce payroll spending and numbers Introduce performance-based pay	1980s and 1990s

3. EU-Governance Convergence – How did it work and what can we learn from it?

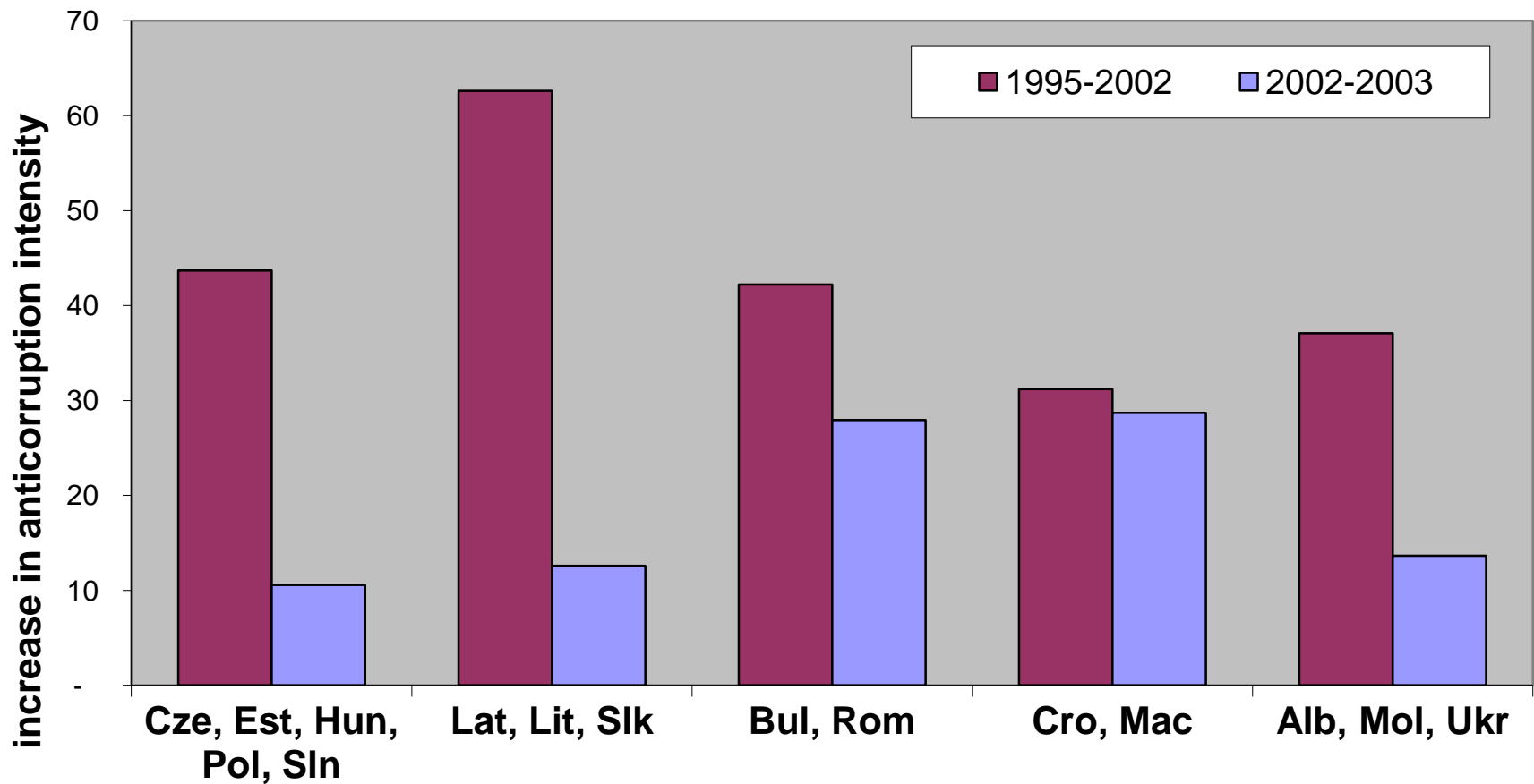
- ***EU experience:*** Accession a forceful change maker for governance convergence
- ***Context:*** Already existing convergence instituted for several years with the “Single European Act”, “internal market” (1986) and “the Maastricht Treaty” (political-judicial) in 1992, a very strong European Commission and political consensus of member countries.

Key themes in EU's governance

convergence

- ***Regulatory convergence***: e.g. consumer protection, environmental standards, labor standards etc.
- ***Judicial convergence***: independence and integrity of judicial institution
- ***Political*** convergence

Accession a forceful change maker for governance convergence



Source: Dorhoi (2005), as quoted in Anderson

Grow it at home:

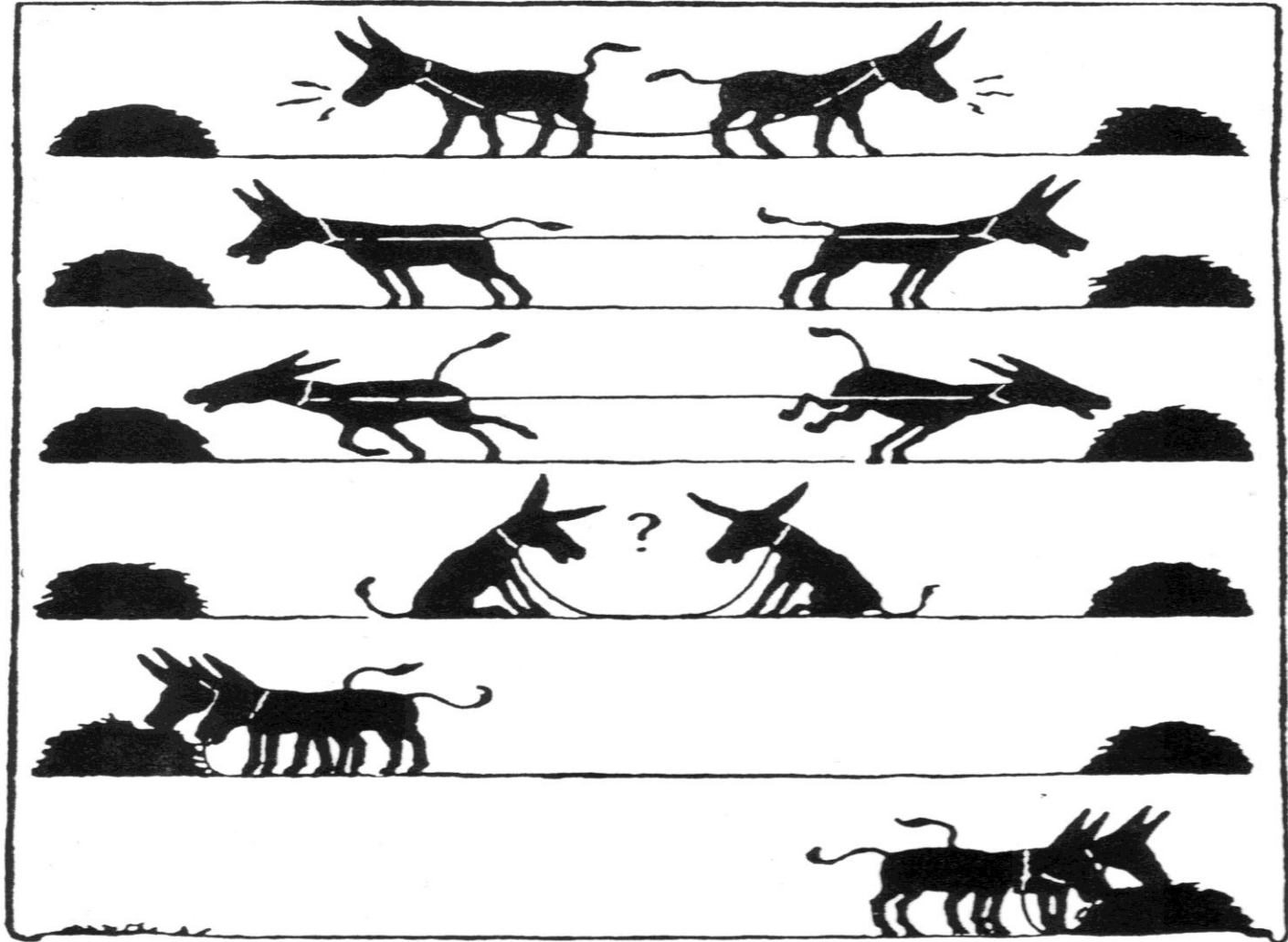
ASEAN's starting point and a typology of convergence

- Political governance – ***ASEAN Political-Security Blue Print***
- Regulatory governance: ***ASEAN Economic Community Blueprint***
- Economic governance: ***ASEAN Economic Community Blueprint***
- Service delivery governance: commit to public service charters

4. What could be some of the key themes to explore over the week

- What are the change makers for governance convergence?
- Start from where ASEAN is...
- Uniformity in diversity – how to marry the two
- Performance Standards and Benchmarking of governance: compare likes with likes...avoid cross-country composite indicators

Convergence – learning from donkeys!



**Convergence – also in thank you for
listening!**

Xin Cam On!

ขอบคุณ มาก *khop khun!*

អរគុណ *aw khun!*

Terima kasih banyak!

ကျေးဇူးတင်ပါတယ်။ (chei-zu tin-bar-te)

Salamat!

Thank you