GOVERNANCE AND PUBLIC SERVICE TRANSFORMATION IN SOUTH ASIA

Affiliated Network for Social Accountability
South Asian Region

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CHAPTER 1

Setting the Context

The seven nations of South Asia - India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan and Maldives - have witnessed tremendous changes in the past two decades. Politically, there have been several shifts towards the decentralisation of power: Pakistan stands on the verge of having a civilian government complete a full term for the first time in its history, Nepal's feudal monarchy has been overthrown after a long and bloody struggle and the constitution of a democratic nation is being put in place while India continues to be the world's largest democracy. The situation becomes exponentially more complicated as one examines the situation deeper, but at the surface level at least these changes are obvious.

These changes had a larger impact on the State itself. While different South Asian nations have different political histories, the conception of the 'State' has been generally that of a *Weberian State.* This perception of the State was at one hand influenced by the Enlightenment, assuming bureaucratic rationality and impartiality. On the other hand it was influenced by the Idea of Progress (Ordem e Progresso), seeing the state as a goal-directed or *teleological* system that would bring in *socio-economic transformation* amongst the people it served.

As history has shown, the assumptions of the Weberian model have been just that - assumptions. Experience has shown the State to be often under the control of feudal and class interests and its officials filled with every sort of prejudice imaginable. The consequence of this has been that the processes of the command-and-control model often became a 'black box' devoid of any transparency and accountability and characterised by unresponsiveness to the needs of the people.

The situation is worsened by the fact that most of the South Asian nations are transitioning from deeply hierarchical and unequal feudal societies to modern industrialised ones. This unequal control over resources, specifically in the area of land relations, results in a *structural injustice* where certain sections of the population have a monopoly or oligopoly over resources, politics and government and large sections are excluded from the basic necessities of life. In such societies, the monolithic Weberian state is preferred by the entrenched elites as it forms a powerful institution of control that maintains the status quo.

However, the situation is fast changing, especially in the neo-liberal age after the collapse of the command-and-control model. The modern scenario in the South Asian region is characterised by *polycentricity.* The heydays of the monolithic and all-pervasive State have been replaced by a market-led model of economic growth and a decentralised and networked model of governance involving the private sector and civil society. The impact of this (still continuing) transition can be gauged from figure 1.
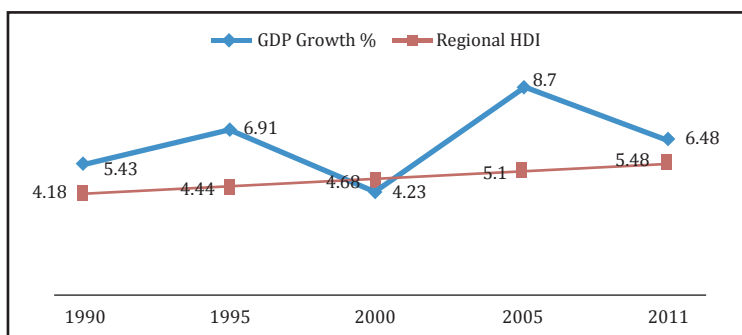
Figure 1: GDP and HDI indices in South Asia 1990-2011
Source: OneWorld Foundation India 2013

Note: Above data sourced from World Bank, 2013 (http://databank.worldbank.org/ddp/home.do) and UNDP, 2013 (http://hdr.undp.org/en/statistics/). The HDI has also been displayed on a 0-10 basis rather than the usual 0-1 basis so that it contrasts with GDP data.

From the above graph it becomes evident that economic growth has increased largely, although in a somewhat unstable manner. HDI by contrast, while showing a steady increase, is still increasing at a slow and steady pace of 0.326%[1] per annum. An indicator-by-indicator breakdown in shown in figure 2.
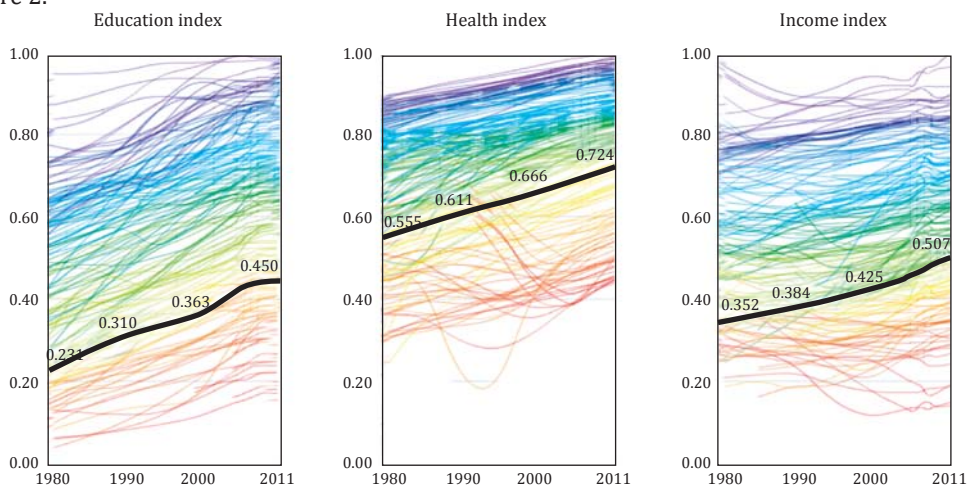
Figure 2: Education, health and income indicators for South Asia 1980 - 2011
Source: UNDP 2013

Thus while the correlation (although not causation) between increased economic growth and increasing human development stands validated yet again, the *pace* of increase in the latter is the issue.

Regarding growth and poverty, a grim picture emerges. South Asia is home to the largest concentration of poor people in the world, with a staggering 500 million living on less than USD 1.25 a day and has 330 million malnourished people, more than Sub Saharan Africa (The World Bank). It is unsurprising that the region is a hotbed of a host of insurgencies and militant struggles that have been driven in part by the extreme desperation that poverty can induce. Interestingly (and somewhat ironically as well), South Asia, formerly known as the 'Indian subcontinent' is the least integrated of global regions, with significant barriers to trade, investment and movement of people (The World Bank).

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[1] Calculated as the slope of the line.

The Millennium Development Goals (MDGs) have been important for the region as they have brought about a *consensus* on a set of well-defined objectives. Adopted in 2000 by all 193 member states of the United Nations, the MDGs seek to achieve eight goals by 2015.

1. Eradicating extreme poverty and hunger,
2. Achieving universal primary education,
3. Promoting gender equality and empowering women,
4. Reducing child mortality rates,
5. Improving maternal health,
6. Combating HIV/AIDS, malaria, and other diseases,
7. Ensuring environmental sustainability, and
8. Developing a global partnership for development.

Table 1 shows the progress of individual South Asian nations with respect to the MDGs. The indicators are judged against a maximum of 8, and it therefore becomes evident that barring the outlier Sri Lanka, most South Asian nations are only halfway near the mark. The MDG deadline of 2015 is less than two years away as of this writing and attaining these goals will be an extreme challenge.

There is also the question of the Post 2015 agenda. Part of the strengths of the MDGs have stemmed from their simplicity, clear definitions and global consensus. The process for putting in place the agenda has begun and as of this writing the UN Secretary General has established the UN System Task Team on the Post-2015 UN Development Agenda. Following the Rio +20 Conference on Sustainable Development, there is a discussion revolving around Sustainable Development Goals (SDGs). However as of now the Post 2015 agenda is an open question and stakeholder consultation for formulating a substantive answer is still in process. The MDGs and what will follow are essentially goals. The important question is how exactly the goals, whatever they may be, can be attained.

Country	2011 MDG Score
Bangladesh	4.5
Bhutan	4.0
India	4.5
Maldives	4.5
Nepal	5.5
Pakistan	4.0
Sri Lanka	6
Average Regional Score	4.7

Table 1: South Asia nation-wise MDG progress score out of a maximum of 8 as of 2011

Source: OneWorld Foundation India 2013

Note: Data sourced from Centre for Global Development (http://www.cgdev.org/ section/ topics/poverty /mdg_scorecards)

It is here that the role of *efficient and responsive* governance assumes paramount importance. Questions of planning, budgeting, reporting, operations, logistics, quality control and the like deal with efficiency, while *responsiveness* requires an open, transparent and participatory system where citizens feel that they are owners and stakeholders of the development taking place around them.

Whether driven by values of efficiency or responsiveness, the key word is *governance* itself. Governance affects how organisations function, independent of their objectives. As discussed in the previous section, the objectives of the MDGs are just half achieved for most South Asian nations. Governance thus becomes crucial in achieving the goals set forth for 2015.

Therefore the Affiliated Network for Social Accountability - South Asia Region (ANSA - SAR) in collaboration with the Institute of Governance Studies (IGS), the United Nations Millennium Campaign - Asia and Pacific Region, Public Affairs Centre (PAC), Governance and Public Policy Program of North-South University and Monash University Governance Research Unit (MGRU) organised a two day international conference on Governance And Public Service Transformation in South Asia. The objective of the conference was to collaboratively explore the governance

reform journey in South Asian countries over the past two decades, highlight opportunities and challenges, explore governance deficits that hinder the acceleration of MDG achievement and recommend how the governance agenda can be concretely integrated into the Post 2015 development framework.

The conference was organised around four strategic and topical themes:

- Multidimensional aspects of Citizenship, Democracy and Governance
- Accountable Governance for Inclusive Development and Societal Transformation
- Equity Architecture of Government - Business relations for Growth
- Leadership and Capacity for Efficient Public Service Management

The conference was organized in a way that would enable a dialogue between both the demand and supply side actors through a series of progressive stages as evinced in the diagram below.
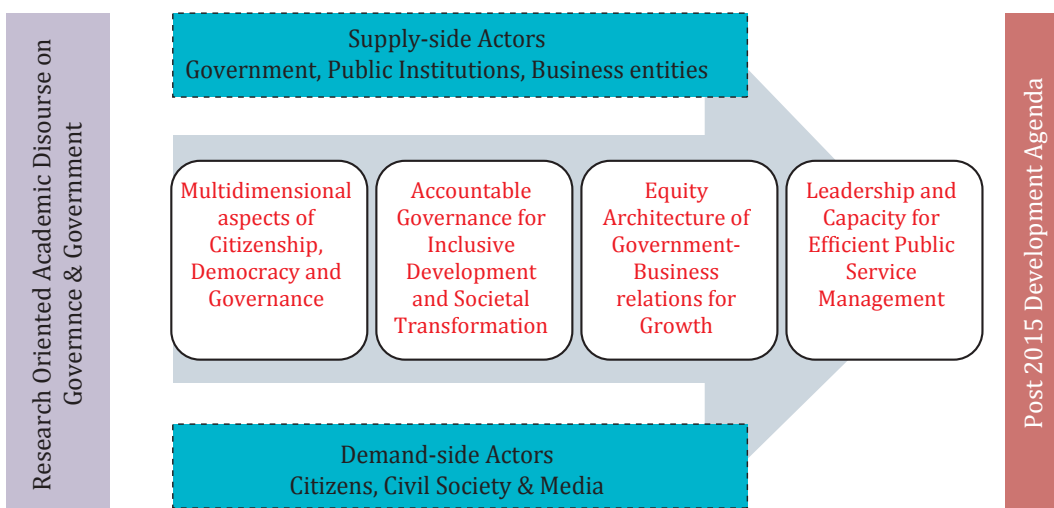
A major objective of the conference was to feed the ongoing international dialogue on the Post 2015 Development Agenda.

The ensuing chapters will cover the proceedings of the conference in a thematic perspective. One particular argument will be examined right away, however, as it deals with a more fundamental question.

'Good' Governance

The concept of 'good governance' forms part of the standard terminology of most International Donor Agencies (IDAs). Figure 3 displays the general characteristics associated with the term.
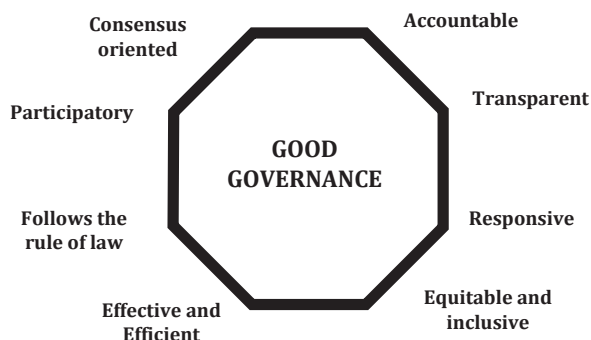
Figure 3: Characteristics of 'good governance
Source: UNESCAP (http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.asp)

Another definition which slightly expands this notion is given by the World Bank. It is "… epitomized by predictable, open and enlightened policy making; a bureaucracy imbued with a professional ethos; an executive arm of government accountable for its actions; and a strong civil society participating in public affairs; and all behaving under the rule of law." - World Bank 1994: *Governance: The World Bank's Experience.*

'Governance reform' is therefore understood to mean initiatives that enable and strengthen such a state of affairs and the normative 'good' prefixed to the term indicates that they are desirable goals. They therefore form the thrust behind most IDA funding and aid.

A Critique of Good Governance

However, this understanding of governance is not without problems. These 'reforms' that are envisaged are essentially **rule-based**, in that they intend to institutionalise and enforce generalised rules of public conduct. Figure 4 displays the logic of this approach.
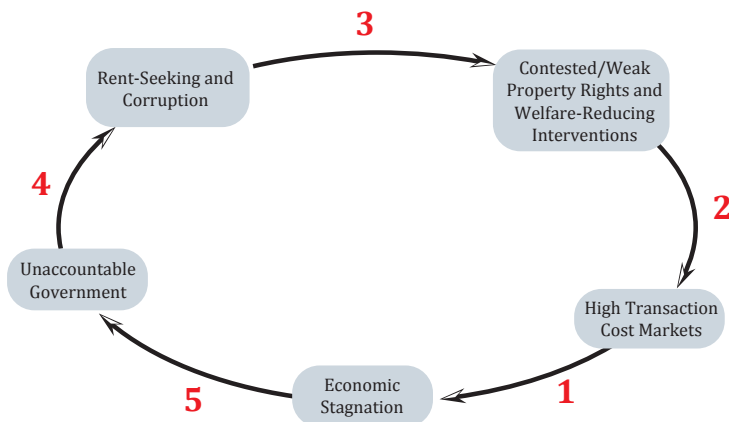
Figure 4: The 'Rules Based' Good Governance Approach
Source: Khan, 2012

The problem begins with economic stagnation, a problem faced by many developing and post-colonial countries. The 'rules-based' approach to good governance argues that this is owing to an unaccountable government that thrives off rent-seeking and corruption. This situation is worsened by the existence of poorly defined property rights: these create *uncertainty* for capital accumulation[2]. There is vagueness regarding the cost of registering property, the procedures involved and the time required. This uncertainty becomes a severe deterrent to investors as it impairs their ability to account for the future. As a result, such countries do not garner much investment which results in economic stagnation (M. Khan).

The solution, based on this understanding of the problem, argues that anti-corruption and anti-rent seeking strategies, combined with democratisation, decentralisation and accountability reforms would strengthen property rights within a rule of law framework. This would result in greater predictability making such countries and societies much more lucrative investment destinations. Greater investment would entail greater production and hence greater economic growth (M. Khan).

However, while such an argument is logically sound, it is not grounded in *evidence.*

Contemporary evidence is that regardless of regime type, 'good governance' reforms have achieved limited results in developing countries.
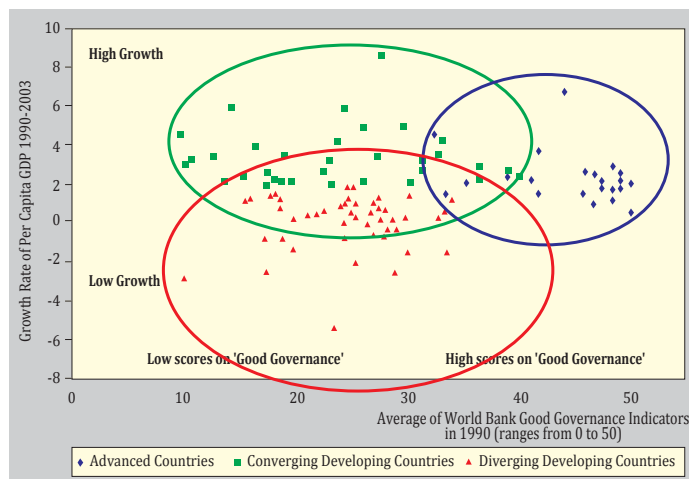
Figure 5: Composite good governance indicators and growth rates 1990-2003
Source: Khan, 2012

Figure 5 shows that there are a significant number of developing countries that have low scores on good governance but high growth rates that equal and even surpass those of the advanced countries.

Evidence such as this greatly weakens the claim that good governance *causes* higher growth rates. There is also **no** historical evidence that any country used the strategy of first putting in place a 'good governance' regime and then began to see increasing growth rates (M. Khan).

One explanation for the failure of this strategy to work in practice is that enforcing all property rights and contracts requires a rich society where all asset-holders are paying sufficient taxes. However poor countries lack this requirement and therefore cannot enforce all property rights and contracts. The situation therefore needs to be tackled in a different manner.

[2.] The process through which an organisation increases the amount of capital it has.

Alternative Approaches 1: Developmental Governance

The developmental approach to governance focuses on building critical *agencies* with political and bureaucratic *capacities and processes* to solve problems like land acquisition and resettlement (M. Khan). Rather than focusing on the near-impossible to implement task of enforcing generalised rules of public conduct, these agencies focus on controlling predatory corruption or corruption that damages vital services. These agencies may be themselves public private partnerships or can involve quasi public agencies in monitoring (M. Khan).

With regard to enhancing growth, these agencies can play the vital function of sustaining firms in their nascent stages and rewarding those that perform well and taking away support for those that do not. This was the strategy used by the Asian Tigers of South Korea and Taiwan and can be of use for South Asian nations.

Alternative Approaches 2: Plural Governance

Another conception of governance focuses on *plurality* and *polycentricity*. Institutions that serve the commons or public goods can themselves be plural, involving a variety of public, private and civil actors that act in collaboration and negotiate with each other in 'conflict full' discourses (Curtis). Rather than a monolithic conception of actors, the emphasis is on many centres of focused power around points of common interest (Curtis).

This 'hybridity' of institutions that work together to serve the common good can draw on the strengths of the various institutions involved. However, institutions have multiple accountabilities when they interact with society. There are different social relations - hierarchical, which involve boss-subordinate or master slave relations; egalitarian, where the group takes accountability as a whole; individualist, where the 'deal' is accountable and fatalist, where God is seen as responsible. Institutions have to engage with all of these forms of accountability and this is vital to the governance process. Such 'clumsy' plural and hybrid institutions are what have the flexibility to deal with the persistent contestations between parties with different mindsets (Curtis).

CHAPTER 2

Equity: Three Dimensions

A core goal of governance and public service delivery is *equity*. With the MDGs coming to a close, it is vital that equity be made an essential part of the post 2015 agenda. A three tiered framework was laid out as follows:
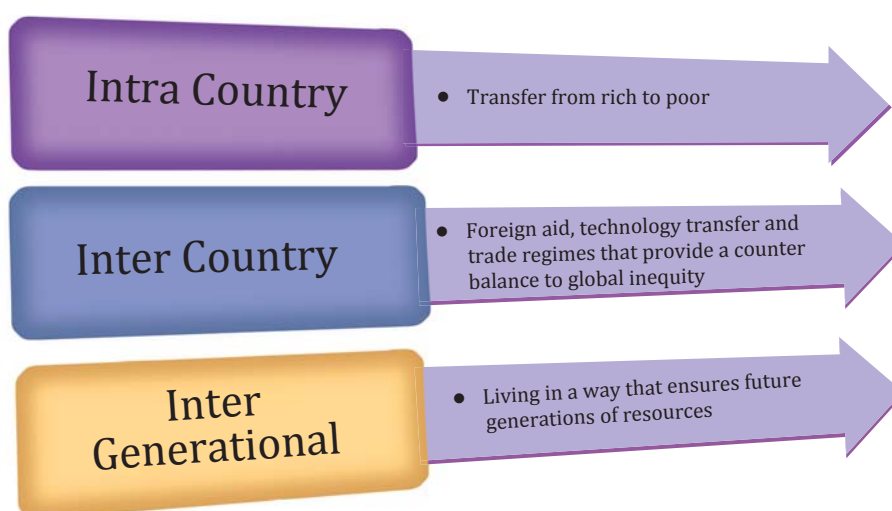
Figure 6: Equity framework for post 2015
Source: OneWorld Foundation India 2013

The first tier seeks to address inequities within a country by transferring resources from the rich to the poor. The second tier seeks to address global inequities through foreign aid, technology transfer that aids a country's productive capacity and more fair trade regimes that take difference into account. The third tier invokes a model of development that does not rob future generations of a future by depleting resources (Priesner).

This architecture requires a strong governance framework for its actualisation. Such a framework has four areas (Priesner).

Accountability for the equitable delivery of services: This involves measuring progress in governance, use of social accountability tools and measuring citizen satisfaction of public service delivery.

Rule of law: This forms the backbone of the accountability framework and must also be linked to the human rights framework.

Access to justice: This involves providing citizens with ways and means to hold institutions accountable and gain remedies to injustice.

Issue of voice: This involves using mechanisms for inclusive democratic governance. The principle of one person one vote is a basic example but other strategies involve the organisation of interest groups that negotiate outcomes such as labour unions, employer associations and media groups.

Citizenship and Structural Injustice

At first glance, the link between citizenship and governance is not very clear. However, a deeper examination would reveal that citizenship is very important to the governance process. Through participation in the democratic process citizens exercise their rights and inform the decision-making process. This sets the governance agenda. Thus there is a close link between citizenship and governance. Therefore it is also true that a democratic deficit results in a governance deficit (Sobhan).

The question that then arises is *what exactly* causes a democratic deficit. What stops the citizenry from participating in the democratic process?

Part of the reason is a voluntary abdication of responsibility, where citizens do not discharge their duties such as voting. However a much larger factor is the **involuntary alienation of people from the participation process** (Sobhan).

This can be broken down into two causes: **institutional dysfunction and structural injustice.**

Institutional dysfunction occurs when the *representative institutions* are reduced to dysfunction. The proceedings of Parliaments and legislative assemblies are stalled through the refusal of the opposition to engage in dialogue and discussion and frequent boycott. Not only is the scope for negotiating issues – something essential to the democratic process – lost, but it also marks an abdication of the responsibility by the boycotters to voice their constituencies and hence excludes them from participation (Sobhan).

The next failure comes from the functioning of political parties. The majority of political parties in South Asia are undemocratic in their internal functioning and an increasing number are turning dynastic, with major party positions hereditarily transferred from one generation to the next. These severely limit the discourse that is generated and as a result parties become increasingly detached from the vox populi. When it comes to candidate nomination, constituency sentiments are not taken into account (Sobhan).

The result therefore becomes that legislative institutions frequently become 'rich men's clubs' who come to power using money and muscle, are unrepresentative of the people who voted for them and who partake in institutions that do not function very well, thus alienating the large mass of the citizenry (Sobhan).

The other major factor that restricts popular participation is **structural injustice.** This refers to the **relations of production** in society. Value is appropriated in the chain of production at various levels with the creators of value receiving a pittance (Sobhan). This 'Master-Slave' relationship that exists for most casual workers leads to a weakening of their ability to exercise their democratic mandate and an effective denial of citizenship.

Participation is not the only function of citizenship, however. Two other functions are **acting as a buffer to majoritarian excess and inculcating a sense of duty towards the State** (Ghose).

Citizenship acts as a counter to the utilitarian ravages of the crowd and provides certain fundamental rights and entitlements to every citizen. It provides a *de jure* that acts as a barrier to the *de facto* state of affairs and thus constantly holds out the hope of change and legal redress (Kabir).

It also has the potential of bringing in the *multiple identities* of people into the developmental discourse and broadening the ambit of governance to include the institution of the family and the private sphere such as religious institutions, schools and business associations (Kabir).

The notion of citizenship is also the key to 'civic duty', which lays out what a citizen owes the state of which s/he is a part. However like participation, civic duty is another faculty that is very poorly developed amongst the residents of South Asia. Some of the factors responsible for this are the politics of the Congress and the Muslim League that did not inculcate a sense of citizenship, the failure of the colonial British Government to do the same and the bias of the discipline of political science towards human rights as opposed to human duties (Ghose).

South Asian Development: Five Propositions

Proposition one: The poorer you are, the lesser is the likelihood of engaging the State and an even lesser ability to negotiate entitlements.

Proposition two: The present pattern of development is not sustainable or inclusive. It marginalises the majority and pushes people on the fringes. An alienated citizenry is more likely to be divorced from the State and the processes involved in its functioning.

Proposition three: Most States in South Asia tend to be monopolistic, disliking interference from civil society. They see these interactions as zero-sum games, with the result that such interactions are fraught with suspicion and hostility. However the situation is changing with a *perestroika* of sorts enabling a more open and porous State-civil society relationship.

Proposition four: Demographic pressure has intensified the process of diminishing natural resources which in turn shrinks the livelihood base for more and more people. This results in several common patterns in South Asian countries:

1. Outward migration
2. Leaving women, children and the old behind and often to vulnerability
3. Urban sprawl. Rural communities, although being more vulnerable are more resilient to shock. This resilience decreases when they move to the city. Another reason for reduced resilience is that they rely on the State for service delivery.

Proposition five: South Asia faces an existential threat from climate change. The monsoon pattern is changing and becoming increasingly unpredictable. There is also an imminent threat of food security for about 500 million people. Vulnerability to natural disasters is increasing and in terms of leadership this means living in uncertainty (Sheikh).

This results in a compelling case for leadership in sustainable and inclusive development that does not compromise the rights of future generations. Social assessment can be used as a tool in this direction. This leadership must be one that is engaging and encourages participation with stakeholders, not just in a formal ritualistic way but with the clear goal of empowering the stakeholders laid out.

Such a perspective rules out a revolutionary strategy or a strategy which seeks to replace a current set of elites with a different set. It instead seeks to work *with* the State to strengthen it

and its institutions so as to enable it to serve the people better in a more transparent and accountable fashion. Thus such constructive engagement becomes the biggest challenge for the new leadership referred to.

Another challenge is to re-envision the role of the citizenry beyond electoral politics. For leaders, the obligations (and also challenges) are:

1. Organising people
2. Acquire and help people self-generate resources
3. Establishing links between people and institutions and enabling access to justice
4. Provide technical guidance to the people for undertaking assessment

Some of the tools that can be used towards this end are[3]:

1. Independent budget analysis
2. Citizens communication tools like radio, television and internet
3. Citizen charters
4. Public hearings
5. Issues of e-Governance
6. Procurement

When thinking of leadership, it is not always a representative that must be conceptualised, but one can also think in terms of an advisor or a partner. Leadership in South Asia also exists as both formal and informal. Leaders range from police touts as seen in several South Asian nations to advisors to governmental institutions. Without the existence of such leaders, dispensing justice could become much more difficult, even with the presence of legal bodies. The role of this leadership becomes of *getting* and not giving justice and to strengthen those institutions that administer power.

Empowering Societies: Technological Aids

'Can society be empowered using ICT? If yes, how? And how can the impact of ICT on social empowerment be measured? What can we learn from ICT projects in India and Bangladesh?' (Haque)

These were some of the questions raised during the conference on the role of technology in empowering societies.

The first major argument examines the 'If you build they will come' approach. This assumes that first the technology be built, following which it would be used by the targeted society, such as creating apps with the expectation that people would use them. However this is highly unlikely until the technology fills some pre-existing void in the society itself. This is evidenced by the poor success rate of government IT projects – 26 percent - and the fact that they are designed with overblown and unrealistic expectations (Haque).

In order for an IT project that is targeted at empowering a community to be successful, it must come as an *equal partner* and not seek to impose *foreign values* onto the targeted society. If we define society as an 'assemblage of people and things connected through networks of associations to accomplish social goals' (Haque) then the success of ICT projects can be judged by *the new relationships it builds* with other social actors (both human and non-human entities). For example, an ICT project that has enhanced the number of farmers who have been able to connect themselves with additional public agricultural outreach field workers to learn about pesticides,

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[3.] Another list of tools used to promote social accountability is provided in the Chapter on accountability under the section 'Tools and techniques in social accountability'.

irrigation and innovative farming can be considered successful. Other characteristics of empowerment include access to information, association with organisations and participation in processes (Haque).
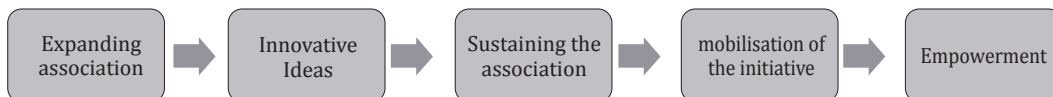
Figure 7: Building relationships leads to empowerment
Source: Haque, 2012

Four steps have been laid out for translating technology into social mobilisation.

Problematisation: Issues are identified alongside an obligatory point of passage that resolves the issue.

Interassessment: Here a common operational problem definition is arrived at by all the actors in the shared social setting.

Enrolment: Members having similar issues join the group.

Mobilisation of allies: Support is provided by global actors.
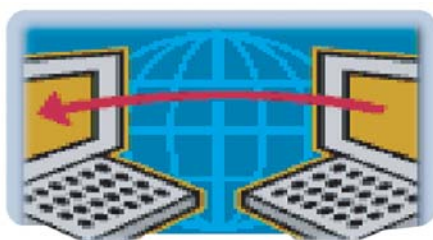
Figure 8: ICT for social transformation
Source: Haque, 2012

Figure 5 shows two types of information – dry, which is non situated information such as data or attributes and wet, which is situated information such as perceptions, values, morals and political prejudices.

Using figure 5 as a reference point, the role of local and global actors becomes clear. Global actors prepare sound intermediaries that can be learned and quickly disseminated to the masses and partner with local actors at the grass root level where a social outcome is mutually agreed upon.

Two case studies were examined: the Village Knowledge Centre (VKC) in India, which developed knowledge hubs in Pudducherry and the Access to Information (A2I) project in Bangladesh which

sought to expand e-services through grassroots training and education. In the first case the mediators were dominant, resulting in the project remaining localised but becoming more sustainable and having more trust with the local population while in the second case the intermediaries were more dominant, resulting in a greater spatial spread of the project (Haque).

Another example looks at the use of mobile phone technology to bring in financial inclusion in India. The importance of financial inclusion needs no elaboration and India scores poorly on it, with a global financial inclusion rank of 29. 80% of the population lacks access to formal credit (Singh) and many other dismal statistics drive in the poor financial inclusion scenario in the country.

A series of governmental initiatives have been taken to ease the process, such as no-frills accounts, zero bank account, easier credit facility upto 25000, simplified Know Your Customer (KYC) norms, increased use of ICT, smart card systems, Electronic Benefit Transfer (EBT) and Business Correspondent/Business Facilitator (BC/BF) Models (Singh).

Technology	Access
Shared Banking	Increases point of services
ATM	24/7
Smartphone	Weekly/monthly access in community
Point of Sale Devices	Daily access in community
Internet	Anytime/Anywhere
Mobile banking	Anytime/Anywhere

Table 2: Technology models for financial inclusion
Source: Singh, 2012

Table 2 shows technological solutions that have been put in place. However mobile phones have a special relevance as there are a large number of mobile users (525 million) amongst the rural population, with almost half of them (200 million) among the financially excluded. The benefits of mobile banking are obvious: transactions occur far quicker, they require less expensive infrastructure, no learning curve, have no literacy barriers, application maintenance is unnecessary, social security payments can be made more easily over mobile and few tech support challenges to overcome (Singh).

However there are significant challenges also: rural network connectivity, network security, customer privacy, fraud prevention, interoperability/standardization, data access, parental controls and financial risks. Very importantly, mobile banking does not give banks the option to cancel the transaction after approving them (Singh).

These challenges can be overcome and inclusion forwarded if policymakers have a clear vision about the challenges and opportunities faced and the central bank and regulators receive political support.

CHAPTER 3

Conceptual Frameworks

Accountability is central to inclusive and equitable development, as it forms the process through which beneficiaries of development can claim their entitlements. It is defined as a process within a principal-agent relationship where the behaviour and performance of the agent is evaluated against predetermined standards by the principal and where misdeeds are sanctioned (Jacobs and Baez-Camargo). Social accountability is the mechanism through which citizens and/or civil society organisations engage to bring service providers to account.

The direct participation of citizens distinguishes social accountability from other mechanisms of accountability (Malena, Forster and Singh 2004). It has three components:

Voice
- Citizen Participation with awareness
- Taransmission of aggregated, articulated relevant actors
- Ineffective until it can components

Answerability
- Obligation to provide an account and the right to get a response
- Triggerd by voice and contingent upon enforceability

Enforceability
- Sanctions such as increasing costs for bad performance
- **Hard:** administrative sanctions, denied budgets, HR decisions
- **Soft:** community pressure, threat of losing status

Figure 9: Building blocks of social accountability
Source: Jacobs and Baez-Camargo, 2012; OneWorld Foundation India 2013

Political/ Administrative Authorities
(Agent and Principal)

Political Regime

Long Accountability Route

Public Administration

Citizens/ Patients
(Principal)
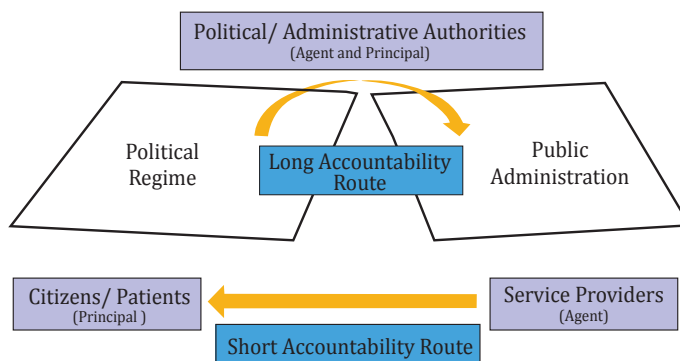
Short Accountability Route

Service Providers
(Agent)

Figure 10: The long and short of accountability
Source: Jacobs 2012

Figure 10 showcases two routes of accountability. In the long route accountability is achieved through the political regime holding public administrators accountable. In the short route through 'client power' the citizens hold the agents, in this case service providers, directly accountable.

The Role of Institutions

Institutions can be seen as rule-based, goal directed systems in the development process. To ensure that they are inclusive, it is vital that accountability mechanisms be built into their structure. In many social accountability projects however, the emphasis generally tends towards the design and reform of *formal* institutions (Raha) while the engagement with informal institutions, which are as significant to the process, is often neglected therefore affecting outcomes. The same goes for political institutions which are given primacy over social institutions. Taking the reservation for women in panchayats in India as an example, the same political changes had to very different effects: in the state of West Bengal they led to increased participation and accountability and in the state of Rajasthan they had no effects whatsoever. This requires a focus not just on the political but the social institutions as well.

Also the question of *who* is being accountable to *whom* is another important one. Frequently accountability mechanisms are put in place in a way where they are designed not for the beneficiaries but for specialised bureaucrats and donor agencies (Raha).

The form/function distinction is equally important. Making sure that all the procedures are followed does not always result in the desired impact. A case in point is the MGNREGA in Andhra Pradesh in India which has institutionalised social audits, but yet sees a bare fraction of errant officials being penalised (Raha).

Another limiting factor in social accountability projects is that donor agencies come with deadlines and assumptions that are often unrealistic and out of tune with the contexts in which they are to operate. An example would be the assumption that the target group would be part of the project since day one.

The Geometry of Accountability

The **horizontal** dimension of accountability begins by recognising that the 'duty bearers' of society – public officials - are also citizens of the same society and are therefore part of the 'rights holding' population which is making demands. The vertical approach towards accountability thus shifts to a more horizontal approach. This change in perspective has other ramifications. People are no longer viewed as empty vessels to be filled with capacities but it is recognised that people already have capacities and the task is to recognise what exists. The starting point for developmental projects thus becomes empirical; recognising how things *actually* work rather than how they *should* work (Ellery and Lahiri).

An example of such a system put into practice is the Horizontal Learning Program (HLP) in Bangladesh. Working at the local governance level through the Union Parishad (local body), HLP is an outcome based program that connects local governments to each other to enable peer to peer learning and replication of best practices.
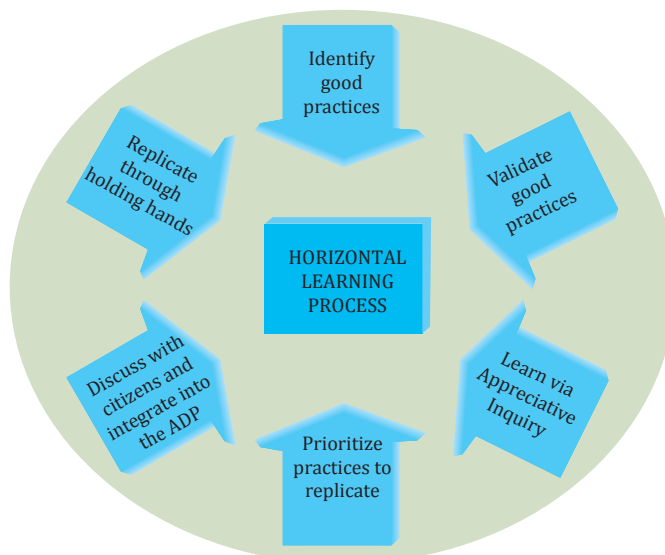
Figure 11: Horizontal Learning Process components
Source: Ellery and Lahiri 2012

Union Parishads, based on their own definitions of a 'good' practice, select the 5 best practices from among their peers. This is followed by NGO validation, followed by a workshop where all UPs self-select what they would like to visit and learn from.

After the 'exposure visit', the UPs return and discuss with the citizens through the participatory budgeting process what should be replicated. After implementation, the peers from whom the practice was learnt visit and review the project.

This process helps the local bodies to guide their developmental process by selecting whom they want to learn from and what they want to do and this builds their confidence. The contrast with the top-down approach to capacity building becomes clear (Ellery and Lahiri).

	Cascade Training	Horizontal Learning
Starting Point?	Deficiency	Capacity
What?	Should be....	Is working
Who teaches?	Experts	Peers
Who decides?	Program does	Self selection
Why?	To meet standards	To address my needs
Where?	Classroom	Field based
What knowledge?	Codified knowledge	Tacit knowledge
Result?	Increased Capacity	Increased Confidence

Figure 12: Horizontal vs Cascade/Vertical Learning
Source: Ellery and Lahiri, 2012

The success of the practice can be gauged by the fact that the practice itself has replicated from its initial 5 sub-districts with 44 UPs to a current (2012) total of 37 sub-districts with 378 UPs (Ellery and Lahiri).

Another type is **diagonal** accountability. This involves a framework of 'collaborative governance'[4] that is founded on the principle that *better social accountability can be secured when all accountability systems are working together* (Thindwa and Rahman). Transparency and participation contribute to accountability and a step further leads to collaborative governance. When citizens and organisations participate they are there not just as a demand-side force that is asking difficult questions but can also bring solutions to the table (Thindwa and Rahman). Whether it is to remove bottlenecks to the delivery of services or dealing with issue of exclusion, the identification of these solutions collaboratively between government and non-state actors is an important agenda that should be advanced.

Participation thus leads to collaborative governance. Networks of practitioners that are working together are an important part of this learning landscape and the World Bank Institute is taking steps to promote networks of non-state practitioners. An example would be citizen groups which collaborate with an anti-corruption bureau to monitor progress and help with investigation (Thindwa and Rahman).

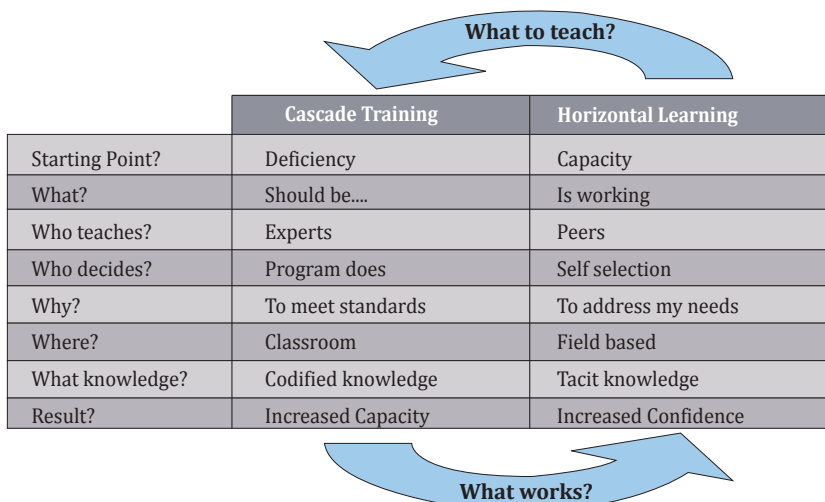Also, in the bid to promote transparency simply making data and processes accessible does not always ensure accountability. The 'so what' question asks whether the data is of a quality that would allow non-state actors to make a difference with it. The Open Data Boot Camp at the World Bank Institute is one such program that trains journalists to use data and tell the ensuing 'story' to the citizens (Thindwa and Rahman).

Lastly, the role of ICT when it comes to social accountability needs to be carefully examined. If not managed judiciously, ICTs can re-individualise citizen feedback which can be damaging for processes which require communities and deliberation by local organisation.

Tools and Techniques in Social Accountability

To further inclusive and equitable development through accountability, it is important that the previously discussed points regarding general principles and institutional design be accompanied by practical examples of how these can be put into action.

Initiative 1: Samadhan: Citizen Feedback Initiative

This strategy in social accountability provided Indian citizens with an online platform where they could demand and track their service entitlements under national and state government schemes. They could also provide their feedback online through voice and SMS. Once the complaints were registered on the software, the local administration would process and solve them. Citizens also had the facility to track the status of their complaint through an ID number. Whenever action would be taken, they would receive a notification through a message (Pimple).

Key Learning: The key learning has been that digitisation should be people-centric and focused on reducing discretion in the governance process.

Intiative 2: Open Data

Open Data is digitally accessible public information that is machine readable, downloadable and mashable[5] (Lane). It is a proactive step in transparency as it exhorts public bodies to publish their data as proactively as possible. The burden of proof reverses, with public bodies requiring good reasons as to why not to publish it (Lane). Some of the principles governing it are:

[4.] More details in Chapter 4 under 'The State and its Partnerships'
[5.] Can be clubbed together.

1. Public Data will be available through a single easy to use online access
2. Public bodies should maintain and publish inventories of their data holdings
3. Public data underlying government websites will be published in reusable form for others to use
4. Public bodies should actively encourage the re-use of their public data... not good enough to just put it up there.

Kenya has Freedom of Information in the Constitution (but not in law or policy), high mobile phone penetration, low internet access costs, a dynamic IT community and strong media. In this context, a huge amount of information, 200+ datasets were launched by the President. The data covered a series of attributes such as census statistics, poverty indicators and geo-coded and mapped primary and secondary schools and health centres. A wealth of knowledge was unlocked (Lane).
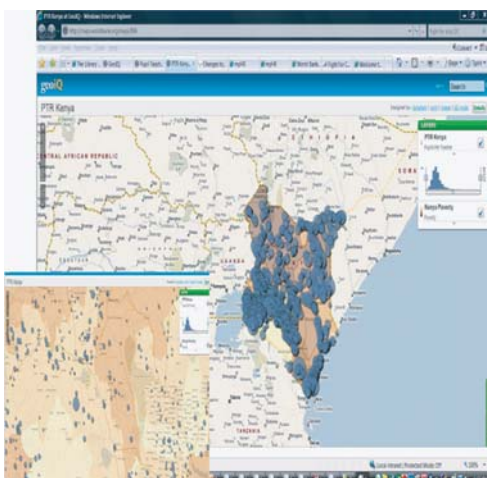
Figure 13: Schools and health facilities maps in Kenya
Source: Lane 2012
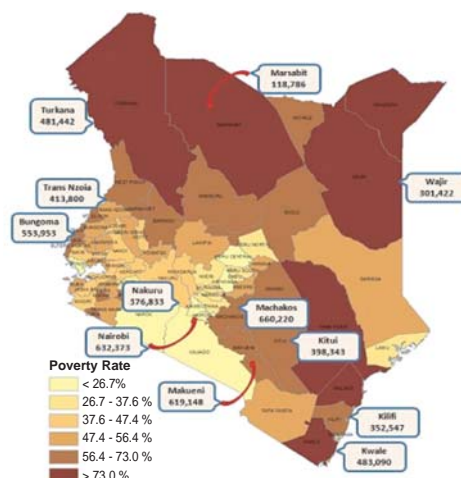
Figure 14: Population distribution according to poverty
Source: Lane 2012

Figures 10 and 11 show some of the insight that was gained through making this data publicly available. The imperative was strong as apart from forwarding the noble goals of furthering transparency it also provided significant opportunities for civil society, the media and entrepreneurs. Civil society benefited from gaining information on local contexts and benchmarks, the media had easier access to information and entrepreneurs could better decide where to locate their enterprises (Lane).

Key Lessons:

1. Implementing such projects can be difficult without a 'champion' who is convinced about its efficacy and is willing to push it through.
2. It is also somewhat risk-prone as invariably some of the data will have mistakes.
3. An approach which begins with digitising and publicising highly valuable data such as public finance and GIS coded data would ease the process.

Initiative 3: Social Accountability Initiatives in Pakistan

The following tools were used to promote social accountability:
1. Social audits
2. Participatory budgeting
3. Public expenditure tracking surveys
4. Citizen report cards
5. Monitoring of public service delivery
6. Community score cards
7. Investigative journalism
8. Public commissions
9. Citizen advisory boards

However, Pakistan faces many challenges in this direction, such as state resistance to reform, weak implementation of the RTI Act and lack of social mobilisation. There is also a skill gap, no donor support to work on supply side accountability, absence of performance benchmarks and no focus on reforms (Yaseen). On the positive side, Pakistan does have a vibrant media, pro-people judiciary, strong civil society.

Key Lessons:

1. A strong legal and regulatory environment is required to strengthen freedom and access of information. Social accountability mechanisms should be institutionalised along with service benchmarks.
2. Communication with vulnerable groups such as the extremely poor, women and minorities, needs to be strengthened.
3. The weak local governance system needs to be revived.
4. Regarding donor funding, more time and flexibility needs to be given to social accountability projects.

CHAPTER 4

The State and its Partnerships

The importance of collaborative governance through participation by civil society in the governance process has already been discussed. In this section collaborative governance through PPPs will be explored further. Taking Melbourne's EastLink project in Australia as a case study, factors that influence operational and functional issues are examined.

PPPs are used frequently owing to their flexibility, efficiency, access to market skill and managerial expertise and ability to provide funds to the government. A collaborative governance model requires long-term, high trust relationships to understand each other's goals and to share information. It also requires common aims, the willingness to compromise and frequent communication (Alam and Kabir).

Aspects	1990's	1995-2000	Since 2000
Nature of relationship Between Public and Private sector	Contractual	Private Sector's efficiency	Partnership between public and private
Role of Private sector in service delivery	Minimal	Full(non-core Sevices)	Core and non-core services
Risk Transfer and management	Minimal	Maximum	Clear and enforceable
Assessment of VfM	Narrow	Comprehensive	Comprehensive & Rigorous
Objectives	Overcoming Financial deficits	Increased efficiency	Collaboration VfM in the public interest

Table 3: Trends in relationship between the public and private sector
Source: Alam and Kabir, 2012

In the EastLink project, the following successful strategies were used (Alam and Kabir).

1. **Risk management through task distribution.** This strategy clearly identified risks and allocated them according to capabilities. The result was that this enhanced coordination and encouraged innovation.
2. **Informal relation-building.** Realising the importance of informal relationships, a series of meetings were held to strengthen these. One such example was a coffee meeting held every Monday.
3. **Institutional arrangements for strengthening accountability.** These dealt with regulatory institutions. South Eastern Integrated Authority (SEITA) was a single-purpose entity created for this purpose that would abolish once the project would be completed. Also both public and

private bodies were to have similar organisations so it would ease the communication process.

4. **Multiple review agencies.** Three bodies were created to ensure that the project was of the desired quality.
5. **Knowledge sharing.** A comprehensive knowledge management program was compiled that ensured that employees pooled resources and shared information regularly.
6. **Stakeholder participation.** Involvement was kept up with local city councils, business communities, road users, journalists and local community groups.
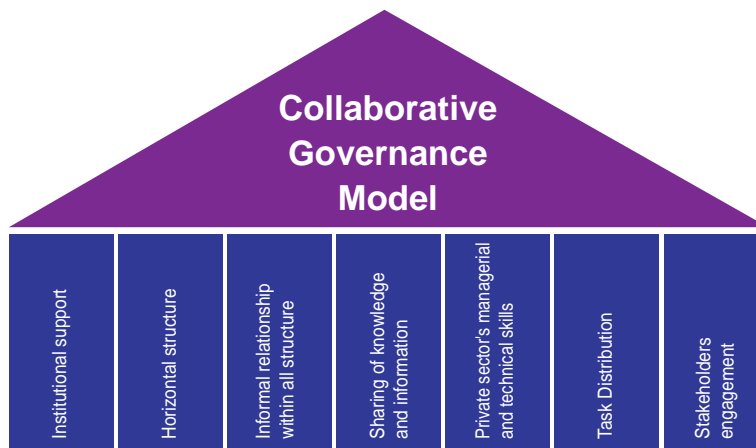
Figure 15: Collaborative governance model
Source: Alam and Kabir, 2012

Another aspect of collaborative governance is collaborative public service delivery:

'Collaborative public service delivery denotes the system of public service delivery that includes public, private and third sector in the delivery process and formulating decisions regarding that delivery. Collaboration occurs in various ways. Sometimes governments contract with private entities and buy staff, services, or expertise through 'purchase-of services' contracts (Khan and Islam).'

Given the state affairs of the inefficient and backdated public sector in Bangladesh (Khan and Islam) and the possession of modern capital by the private and NGO sector, collaborations have been formed for programs/projects, mostly in the health and primary education sector. Such collaboration also enables 'inclusive' development. However some of the issues that come up involve accountability and regulatory mechanisms. Another problem is the absence of proper guidelines and strategies for longer period collaboration. Nevertheless, Bangladesh is a South Asian nation where a significant proportion of services are delivered in collaborative mode.

Public Service Management

Leadership is an essential component of public service management. 'Primal' leadership is the emotional connect a leader can make with people through communication that articulates a sense of purpose, generates positive energy and provides a positive direction (Sharma).

The sign of a *resonant* leader is one whose 'followers' vibrate with the leader's upbeat and enthusiastic energy. The opposite would be a dissonant leader, whose followers feel drained and burned out and emotionally discordant.

Key to primal leadership is emotional intelligence, the capacity for 'recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships'(Goleman, 1998).

A more detailed examination of the link between emotional intelligence and primal intelligence is as follows:

Self-Awareness	Social Awareness
- Emotional Self-awareness	- Empathy
- Accurate self-assessment	- Organizational awareness
- Self-confidence	- Service
Self-Management	**Relationship Management**
- Emotional Self-control	- Inspirational Leadership
- Transparency	- Influence
- Adaptability	- Developing others
- Achievement drive	- Change catalyst
- Initiative	- Conflict management
- Optimism	- Building bonds
	- Teamwork & collaboration

Table 4: Emotional intelligence competencies for primal leadership
Source: Sharma 2012

These are useful skills for managers, who often have to negotiate with conflicting opinions and perspectives and take them towards a common objective.

As important as leadership is, of equal importance is performance evaluation. These are tools developed to compare actual with expected performance. A comparison between India and New Zealand is done as both were British colonies and New Zealand is a pioneer in the area of performance management. India's Performance Monitoring and Evaluation System (PMES) is comparatively un-researched (Vachchani).

India's performance and accountability measures initially co-related input usage and process compliance. The focus was therefore on how much of the funds were spent and whether they were done so correctly, rather on the actual outcome itself. The shift of emphasis on outcome happened with the New Public Management (NPM) era (Vachchani).

The New Zealand system envisages a tripartite system between the Minister, the civil servant and the commissioner.
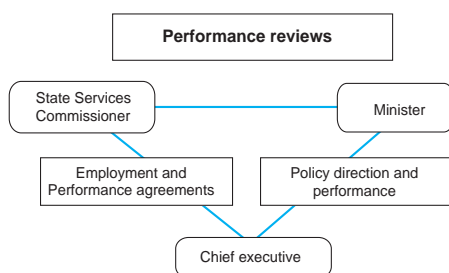
Figure 16: New Zealand administrative monitoring system
Source: Vachchani 2012
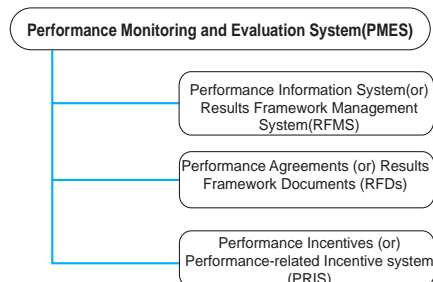
Figure 17: India Performance Monitoring and Evaluation System
Source: Vachchani 2012

The Indian system on the other hand is not rooted in legislative frameworks and was introduced as an ordinance based on the recommendations of the 2nd Administrative Commission.

In the Indian system, a performance agreement, referred to as an RFD, seeks to answer three questions:

1. What are the main goals of the department?
2. How are they proposed to be achieved?
3. What are the success indicators of performance measures that describe the progress made in achieving the goals?

An independent task force ensures consistency and quality of performance metrics and at the end of the year the performance of the Department is reviewed by a High Power Committee headed by the Cabinet Secretary to the Government of India.

	DoPT	DoRD
Objectives (Number)	10	8
Number of Policy Actions per Objective (average)	4	4
Number of success indicator (s) per policy action (average)	1	1
Input/ Process-oriented success indicators (percent)	74%	68%
Examples of Input/ Process-oriented success indicators	- Issue of instructions for filling up of vacant posis - Obtaining Standing Finance Committee approval - Preparation of Detailed Project Plan - Submission of proposals to Cabinet - Consultation with stakeholdesrs - Constitution of committees - Holding seminars	- Release of funds for specific progammes - Conducting evaluation study - Obtaining Cabinet approval - Number of meetings convened - Number of inspections conducted - Preparing and approving detailed project plans
Output-oriented success indictors (percent)	26%	32%
Examples of Output-oriented success indicators	- Notification of schemes - Updation of rules - Publication of handbooks/ manuals	- Number of man days of employment generated - Number of kilometers of roads laid - Number of rural houses constructed - Number of beneficiaries assisted
Outcome-oriented success indicators (Percent)	-Nil-	-Nil-

Table 5: Actual performance of Department of Personnel and Training and Department of Rural Development
Source: Vachchani

As is obvious, different departments subjectively define 'performance' and so finding a common golden thread that runs across departments is absent. A focus on only one measureable aspect is known as 'creaming' or 'parking'.

When it comes to integration of the Indian PMES's integration with other management frameworks in the government it envisions operational autonomy for department heads but this is absent in practice. Also, it appears patchy with many design flaws (Vachchani). Despite the flaws, the PMES is designed with the important functions of improving internal decision-making and strengthening external accountability.

What India can learn from the New Zealand experience is that it needs a legislative basis for performance management framework, accrual based accounting in government and Value for Money (VfM) audit by the Comptroller and Auditor General (CAG) and PMES' integration with other management systems (Vachchani).

CHAPTER 5

Final Keynote Discussion

The final keynote discussion centred around the theme of human security, the next generation of comprehensive *human* development goals and environmental sustainability. It was begun by establishing that the question of governance-in-itself is of secondary importance to the question of governance for *what*, and for *whom*, as it has been well-established that rapid economic growth can take place leaving huge numbers on the wayside (Gasper). Such growth has issues not just for the present generation but also for the future generation and has implications for long-run sustainability in general.

The concept of human security is part of the human discourses which include human needs, human rights and human development. Mahabub ul Haq, the founder of the human development reports, himself drew these connections and emphasised the theme of human security in the family of human discourses. It assumes that insecurity is a universal dimension of the human condition, and appeals to human solidarity, both at the level of humankind and at the level of each individual. It is for this reason that the human security framework is seen as capable of broadening and deepening the post 2015 agenda - by integrating the values and concerns outlined in the Millennium Declaration, the goals and targets of the MDGs and those of preceding and other international development summits with the issues addressed by the climate change and humanitarian conferences and the human rights agenda (Gabriele Koehler).

Human security takes a 'zoom-lens' perspective and tries to understand how people actually live and can live while at the same time takes a 'wide-angle' lens and examines how people's lives are a product of not just economic and political factors but of inter-woven linkages of all factors.

This assumes importance when trying to understand threats and the linkages between them, such as between conflict and disease, to understand sources of insecurity. It is an attempt to highlight intersections of many different factors that jointly structure and effect felt experiences.

Compared to the individualistic human rights discourses, human security has a prioritising approach as it looks at 'the basics', focuses on the subjectivity of insecurities and threats and vulnerabilities not just for individuals but for the species as a whole.

Some important questions for the human security discourse are:

- Whose security?
- Security of which values?
- Against which threats?
- How much security to be provided?
- Using what instruments?

Operationalising the broad principles of human security can mean, among other criteria:

i)   Measuring
ii) Design and institutionalisation at project level and strategy level
iii) Agenda-setting
iv) Motivation
v)   Framing

The first generation of human security thinking remained largely at the level of principles, while the second generation had more detailed application of these ideas, especially in the human development reports.

Critics of the human security approach have termed it too broad, vague, all-encompassing, militarising and a new label for existing terms (Gasper). However these criticisms generally emerge from a narrow focus on the seven human security dimensions which are economic security, food security, health security environmental security, personal security, community security, and political security (UNDP).

The theme of going beyond the government as the source of security has been highlighted in the 2003 Latvia report, with the phrase 'a constellation of providers' highlighting this move. Compared to the generalised, universalised and standardised MDGs, the human security approach is by contrast situation-specific, looks at the particular threats, vulnerabilities and opportunities case by case. It also emphasises increasing the subjective dimension of insecurity, and focuses on both human vulnerability *and* capability, filling a vital gap left by the MDGs.

Future plans for the human security agenda involve strengthening methodology by incorporating human security factors in impact evaluation and more policy analysis of the trade-offs of dealing with different threats. In sum, the human security approach adds value to the post-MDG agenda.

1. It focuses on freedom from fear, freedom from want, and freedom to live in dignity, and thus combines human rights dimensions and the notions of human dignity and choice.

2. It captures all the current MDG areas - food and nutrition, employment, income poverty, education, child and maternal health, HIV-Aids and similar challenges, gender equality and the environment. But the human security concept casts these presently demarcated and separated components of the MDG agenda in a more interconnected and systematic fashion, including by organising them as economic security/employment security (decent work and income), political security, cultural and psychological security, and environmental security.

3. It emphasises 'joined-up thinking' that displays connections across and between development areas and policy domains (Jolly and Basu Ray 2006; Leichenko and O'Brien 2008). It integrates the impacts, in terms of political and personal security, of violence and conflict, as well as of ecological destruction and climate change.

4. It includes the impact of income and wealth inequalities and social exclusion and can thus address poverty and exclusion in a more integrated, multidimensional fashion (Commission on Human Security 2003: 76), thereby corresponding to the more sophisticated discourse that has emerged on poverty and its many dimensions.

5. It acknowledges the importance of good governance as part of an enabling environment (Commission on Human Security 2003: 4).

6. It examines objective situations as well as subjective perceptions, both of which matter for human development, equity and wellbeing, social inclusion and social cohesion (see, e.g.,

UNDP Latvia 2003). Sensitivity to subjective aspects is central to thinking about human development from the vantage point of people, as opposed to states, and informing and enabling participatory decision-making and creating social contracts between citizens and governments. By acknowledging that subjective barriers to development are often just as challenging and painful as objective ones, it relates well to the idea of multidimensional human development (Alkire and Foster 2010) and to the concept of 'three-dimensional human wellbeing' (McGregor and Sumner 2009) which covers objective, subjective and relational dimensions of the human condition. This is an additional conceptual strength.

7. It can therefore be used as a point of departure for participation. Participation is the necessary starting point for developing policy approaches which are holistic and empowering, both of which features are conditions for 'securitability'. Securitability, as coined in the Latvian national report on human security, embraces the ability of individuals and communities to *avoid* insecure situations, to *retain* a sense of security when such situations do occur and to *re-establish* security and a sense of security when these have been compromised, regardless of the type of threat (UNDP Latvia 2003; Simane 2011).[6]

8. Human security thinking embodies a strong emphasis on environmental sustainability, and on the integration of climate change adaptation concerns in development strategies.

9. The challenge of human security is universal. It transcends the North-South distinction since human security matters everywhere and since it highlights our worldwide interconnection (UNDP Latvia 2003; Burgess *et al.* 2007; UNESCO 2008).

10. The human security approach has been applied in analyses of priorities for international governance (see for example High-level Panel on Threats, Challenges and Change 2004; UN Secretary-General 2005 and 2010). The approach directs attention to processes to support securitability for individuals and communities at risk, across different systems of security providers. When considering a post-2015 MDG agenda and vision, these international dimensions of human security require exploration.[7] In this sense, human security thinking will open new perspectives for the objectives, instruments and management of the international system. Nevertheless, as emphasised in the 2010 Secretary-General's Report on Human Security: "Human security is based on a fundamental understanding that Governments retain the primary role for ensuring the survival, livelihood and dignity of their citizens" (UN Secretary-General 2010: 1).

Source: (Gabriele Koehler)

From human security the discussion veered towards *environmental* security. Narrow nationalism was highlighted as an obstacle to 'bold' decision-making. Climate change and sustainable development conferences held at Doha, Cancun and Jakarta were limited by the limited participation civil society groups were allowed. The issues importance is such that it puts the security of the human species at stake. It is projected that if the Earth is not in a position to reduce carbon dioxide emission, by 2050 foodgrain production in the world is going to be half of its current status (Nishat). The US recently had the severest drought seen in the last century with corn production being reduced to 40% of normal production.

Low-lying and deltaic areas are in danger of extinction. Some of these nations are Kiribati, with a population of 109, 000 and some other countries in the Pacific such as Niue. 300,000 Maldivians

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[6.] Many discourses are using a related concept: resilience. See for example Raworth (2012) and Melamed (2012). The Rio+20 preparatory document refers to resilience in connection with disaster mitigation and responses to climate change (United Nations 2012: paras 25, 72, 107). Whereas resilience means ability to recover after damage, securitability includes in addition the ability to reduce exposure to threats and the ability to reduce sensitivity/damage when hit by a threat.

[7.] See the discussion in Te Lintelo (2011), or UN Secretary-General (2010).

will have to migrate to Australia as their nation might be submerged in the future. To assess these potential losses, a Loss and Damage Assessment (LDA) is being developed. COP 18 at Doha would be known for its emphasis on gender issues as the agenda was pushed that henceforth at climate change negotiations there would be more than 50% women delegates from the countries (Nishat). Apart from food security the other issue of global concern is of migration. The earlier thrust of the IUN which was 'migration is the best form of adaptation' has now been replaced by seeing migration as a threat to social security and the security of the area where migrants go to.

The agenda on climate change is being pushed on two fronts, one being scientific which is being handled by the IPCC with the next report being due on September 2014.

The second is legal. The agenda for global governance is to pushed in the coming COP – 15 which is important as there has been a global consensus to develop an enforceable law with time till 2015 to ratify this. As of now, there is only one legally binding law in the world, which is the Kyoto Protocol.

The third front is the development of Sustainable Development Goals (SDGs). A major difference between these and the MDGs is that these are to be developed not by experts the way the MDGs were but by the parties of the participant countries, with the salient words being *inclusive, transparent and participatory.* Also the action taken towards these goals must be MRV – Measurable, Reportable and Verifiable (Nishat).

Regarding monitoring for existing justiciable protocols, the Kyoto Protocol is being monitored in the following manner:

- Historical emissions or the total emission that has been deposited. Currently the US and EU are the main contributors.
- Present emissions. In this list China is at the top followed by the US. However India is soon projected to overtake the US.
- Per capita emission where top of the list is Qatar.

It was also argued that although China is in a position to reduce its emissions, India is not (Nishat). However when it comes to funding for sustainable development, there has been a commitment to support the developing world with USD 30 billion, with another 100 billion to be raised by 2020. Developing nations still face challenges in accessing this funding, with the toughest negotiations revolving around loss and damage assessment. Slow Onset Events (SOEs) are especially challenging (Nishat).

A crucial area of concern for climate change is the fight on controlling temperature. At current trajectories, in another 30-40 years the intensity of natural disasters will increase. Governance is at the top of the agenda for mitigating climate change. However the governance process is still very weak and blockaded by personal gain and personal interest (Nishat).

Returning to the argument of human security, it works well with the emerging discourse that seeks the integration of environmental sustainability and economic and social development. In addition it adds the necessary intellectual, existential and ethical depth as well as a framework for systematic attention to policy dimensions and to individual and community based securitability (Gabriele Koehler).

With these final comments, the participants adopted the Dhaka Declaration on Governance, presented in the following page.

The International Conference on Governance and Public Service Transformation in South Asia offered a vital and timely multi-stakeholder platform to explore and examine required transformations for government and public sector institutions to meet growing citizen demands for stronger voice and participation in governance and development processes. After two and a half days of discussions and deliberations, the delegates from 10 countries (Bangladesh, India, Pakistan, Sri Lanka, Australia, Egypt, the Philippines, Switzerland, UK and the Netherlands) representing civil society, academia, government, and international institutions hereby adopt this declaration at Dhaka:

1. Notes that South Asia presents a depressing paradox in the global poverty landscape. While most countries of the region have recorded impressive economic growth in the past decade, it is also home to the largest concentration of people living in poverty on earth. Experiences of the past decade reaffirm the need to address the structural, economic and social causes of poverty and inequality; and to ensure that every individual enjoys the right to live his or her life with dignity and with full enjoyment of human rights.

2. Reiterates that lessons from the implementation of MDGs (Millennium Development Goals) highlight the role and contributions of democratic governance as one of the critical determining factors to achieve and sustain development outcomes. Enabling democratic governance institutions to deliver their commitments and obligations to the public that they serve need to go hand in hand with strengthening citizens' capacity to participate in achieving national goals of inclusive development. These lessons need to be taken into account in shaping in any post-2015 development framework.

3. Emphasizes that correcting the inherent dichotomy of poverty in the midst of growth, demands among others, efficient public administration and transparent, participatory and accountable governance processes. It will also require inclusive civic engagement in decision making processes and enhanced stakeholders' oversight through scrutiny/audit of public finances and public sector performance to fulfill human rights and achieve human development. Academic, research and think tank organizations have important roles to play in facilitating and supporting the redefinition and implementation of the development agenda in the region.

4. Reinforces that establishing effective accountability mechanisms best facilitates a stronger citizen-State relationship, where people have a voice in governance and decision making processes. Holding States and public institutions to account require identifying and addressing root causes of inequality, discrimination, exclusion and other structural factors inhibiting human development. And encourages the adaptation and application of a wide range of instruments and tools to promote citizen's voice and deliver specific development goals in South Asia, such as those already tested and tried in diverse sectors such as energy, water, natural resources and electoral reforms.

5. Recognizes that access to public information is central for inclusive, informed and accountable civic engagement, and reiterates the importance of open government by expanding reach of ICT, mobile phones and social media. Recalls the new opportunities and tools available to media, civil society, academia and social entrepreneur to measure government performance against outcome and process benchmarks to construct and re-define the relationship between government and its citizens.

6. Emphasizes the need to support constructive engagement of citizen groups with governments and public service delivery agencies at the national and local levels. Highlights that these approaches need to be contextualized to meet emerging needs of regions and special populations.

7. Recommends specific attention be given to issues related to gender inequality in socio-economic, education and employment and inadequate participation of marginalized communities in the achievement of development goals; and calls for appropriate actions in this direction.

8. Re-affirms the centrality of strengthening governance capacities at all levels (regional, national, sub-national and local) - to help foster innovations in governance processes, such as those that frame new types of relations between State and the society; as well as with the business, in light of increased involvement of private sector in delivery of basic public services. Notes as well the need for efforts to be adequately resourced (technical, financial, social) at multiple levels of the implementation chain; address needs for decentralisation and strengthening of local governance systems; and provide robust accountable frameworks for effective regulation and guidance of public service agencies and institutions tasked to deliver services.

9. Once again re-affirms the urgency of the process of re-thinking the Millennium Development Goals, and to utilize the time between now and 2015 to recast the MDGs with renewed spirit and purpose. Therefore calls all for applying a human rights and duties based approach in both the content and process of accelerating the MDGs and in the post 2015 development framework, including in the definition of goals, indicators and mechanisms to measure both qualitative and quantitative progress.

10. Finally also calls for collective augmentation of research efforts to encourage co-creation, assimilation and dissemination of knowledge with regard to design and implementation of development initiatives and interventions of the MDGs. These should be in the context integrated knowledge management framework that allows peer-learning – and appropriation of such learning into subsequent planning and implementation endeavours. And encourages academia, civil society groups, national governments and multi-national aid agencies to take into account the Dhaka Declaration on Governance in their future endeavours of enhancing governance capabilities in South Asia.

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APPENDICES

International Conference on
Governance and Public Service Transformation in South Asia
7th-9th December 2012, Dhaka
Hotel Pan Pacific Sonargaon, Dhaka

7th December, 2012 Time: 6pm-9pm	**Inaugural Ceremony**
	Welcome of Delegates Nuzhat Jabin, ANSA-SAR **Conference overview** Dr. Rizwan Khair, Director, Institute of Governance Studies **Address by Distinguished Guests:** Stefan Priesner, Country Director of UNDP Bangladesh Ellen Goldstein Country Director of World Bank Bangladesh **Unveiling of ANSA-SAR Compendium on select Social Accountability Experiments from South Asia** **Inaugural Address by the Chief Guest** Dr. Gowher Rizvi, International Affairs Adviser to the Prime Minister of Bangladesh. **Concluding remarks** Dr. Mahabub Hossain, Executive Director BRAC & Member BRAC University Board **Dinner**

Conference Day 1: 8th December, 2012

9am-9:45am	**Registration & Tea**
Session: 1 9:45am-12:30pm*	**Theme 1: Multidimensional aspects of Citizenship, Democracy and Governance** **Moderator** : Corinne Woods, Global Director. UN Millennium Campaign **Keynote Speaker** : Prof Rehman Sobhan, Chairman, CPD **Presentation of select conference papers** 1: "Democratic Governance in the Technology Era: Implications for Information Delivery for Social Empowerment in South Asia"- Prof. Akhlaque Haque, Department of Government, University of Alabama at Birmingham, US 2: "Multidimensional Aspects of Citizenship, Democracy and Governance"- Rokeya Kabir, Bangladesh Nari Progati Sangha (BNPS), Bangladesh **Presentation by invited speaker** Tracey Lane, Senior Economist, Governance, World Bank, Bangladesh 3: "Social Accountability in Pakistan: Gaps, Challenges, Opportunities and the Way Forward"- Fayaaz Yaseen, Sustainable Development Policy Institute (SDPI), Pakistan 4: "Culture of both Citizenship and Democracy in Bangladesh: A Critical Study"- Supad Kumar Ghose, School of Liberal Arts, University of Information Technology and Sciences (UITS), Rajshahi, Bangladesh **Q&A**

12:30pm-2:00pm	Lunch Break

| Session: 2
2:00pm-5:00pm* | **Theme 2: Accountable Governance for Inclusive Development and Societal Transformation**

Moderator : Angelita Gregorio-Medel, Director, ANSA - EAP

Keynote Speaker : Jeff Thindwa, WBI & Naimur Rahman, ANSA-SAR

Presentation of select conference papers

1. "Social Accountability and its Conceptual Challenges. An analytical framework for improved project monitoring, evaluation and design"- Eelco Jacobs, Basel Institute of Governance, Basel, Switzerland
2. "Triple accountability and leadership in effective governance"- Donald Curtis, International Development Department, University of Birmingham, UK

Presentation by invited speakers:
Dr. Shomikho Raha, DFID India
Minar Pimple, Regional Director, UNMC Asia Pacific

Presentation of select conference papers (cont'd)
3. "Inclusive Development and Institution Building in Accountable Governance Regime"- Gurumurthy Kalyanaram, NMIMS University Mumbai, India
4. "Horizontal Accountability - acceptability of actions amongst Peers" - Mark Ellery and Santanu Lahiri, WSP Dhaka

Q&A |

Conference Day 2: 9th December, 2012

9am-9:45am	Registration & Tea

| Session: 1
9:45am-12:30pm* | **Theme 3: Equity Architecture of Government - Business relations for Growth**

Moderator : B Venkat Rao, Editor Governance Now

Keynote Speaker : Prof. Mushtaq Khan, School of Oriental and African Studies, University of London

Presentation of select conference papers

1. "Governing through Force and Consent: Sustaining New International Division of Labour within the Ready-Made Garments Industry in Bangladesh"- Kazi Mahmudur Rahman, University of Queensland, St Lucia, Brisbane, Australia
2. "Role of Institutions in ensuring sustainable livelihoods- Case of Waste pickers of Lucknow City"- Vandana Tripathi, Institute for Technology and Management, Mumbai, India
3. "Seven pillars of managing PPPs: A Rainbow Model of Collaborative Governance"- Dr. Quamrul Alam, Monash University, Australia and Dr. Humayun Kabir, Ministry of Public Administration, Bangladesh
4. "Can Mobile Phone Technology Lead the Way in Bringing Financial Inclusion? Evidence from India"- Dr. Sumanjeet and Minakshi Paliwal, Ramjas College, University of Delhi, Delhi, India

Q&A |

12:30pm-2:00pm	Lunch Break
Session: 2 **2:00pm-4:00pm***	**Theme 4: Leadership and Capacity for Efficient Public Service Management** **Moderator :** R Suresh, Director, Public Affairs Centre **Keynote Speaker :** Ali Taukeer Sheikh, Executive Director Lead Pakistan & Asia Network Director, CDKN **Presentation of select conference papers** 1. "Collaborative Public Service Delivery in Bangladesh: Does it really boost all-inclusive development?"- Mohammad Mohabbat Khan, Ph.D. and Md. Shahriar Islam, University of Dhaka, Dhaka, Bangladesh 2. "Measuring And Managing Performance In Government - Critical Appraisal Of India's Performance Monitoring And Evaluation System (PMES)"- Ashish Vachhani, IAS, Lal Bahadur Shastri National Academy Of Administration, Government Of India, Uttarkhand, India 3. "Primal Leadership: An Imperative for Effective Public Service Management"- Radha R. Sharma, Management Development Institute (MDI), Harayana, India 4. "Combating corruption: the role of CAG in India"- Ronojoy Sen, Institute of South Asian Studies, National University of Singapore, Singapore **Q&A**

4:00pm-4:15pm	Tea Break
4:15pm-5:15pm	**Conference Valedictory** Chair: Prof. Ainun Nishat, Vice Chancellor, BRAC University Concluding Keynote: Human Security and the Next Generation of Comprehensive Human Development Goals - Prof. Des Gasper, ISS, The Hague Proclamation of Dhaka Declaration on Governance for Post 2015 Mandate Pauline Tamesis, Democratic Governance Practice Leader , UNDP Asia Pacific Regional Centre Naimur Rahman, Chief Operating Officer, ANSA-SAR Valedictory Address from Chair Vote of Thanks

Bio note of
Professor Rehman Sobhan

Prof. Rehman Sobhan

Professor Rehman Sobhan was educated at St. Paul's School, Darjeeling, Aitichison College, Lahore and Cambridge University. He began his working career at the faculty of Economics, Dhaka University. He served as Member, Bangladesh Planning Commission, in charge of the Divisions of Industry, Power and Natural Resources, and of Physical Infrastructure, as Chairman, Research Director and Director General, BIDS and as a Visiting Fellow, Queen Elizabeth House, Oxford University. He was a Member of the Advisory Council of the President of Bangladesh in charge of the Ministry of Planning and the Economic Relations Division. He is today the Chairman, Centre for Policy Dialogue (CPD).

Professor Sobhan has held a number of important professional positions. He was a Member of the Panel of Economists of the Third and Fourth Five Year Plans of Pakistan. He served as Envoy Extraordinary with special responsibility for Economic Affairs, Govt. of Bangladesh during 1971, as President, Bangladesh Economic Association, as a Member, Bangladesh National Commission on Money Banking and Finance, as a Member, UN Committee for Development Planning, as a Member, Governing Council of the UN University, Tokyo, as a Member of the Commission for a New Asia, Kuala Lumpur, as a Member of the Board of the United Nations Research Institute for Social Development, Geneva, as a Member of the Executive Committee of the International Economic Association, and as a Member, Group of Eminent Persons appointed by SAARC Heads of State. He is the Chairman of the Board of Grameen Bank.

Bio note of _____
Naimur Rahman

Naimur Rahman
Chief Operations Officer,
ANSA South Asia & Global

Naimur Rahman received his Bachelors Degree in Engineering from Guwahati University and had subsequently specialised on International Business from Indian Institute of Management, Calcutta. Information infrastructure and knowledge systems innovation, strategic research on technology ecosystem for development, and thought leadership on knowledge network synergy for development policy have been the forte of his work. His works have been recognized internationally, including Special Congressional Recognition from the US Congress for outstanding services to the community.

Naimur has been associated with the efforts of inclusive growth and development for two decades; and has made noteworthy contribution towards technology mediated information infrastructure innovations for improving efficacy of development processes and practices.

Naimur Rahman was the South Asia Director of OneWorld International - an International Non-profit with core focus on technology facilitated development and societal transformation. He also headed One World's India operation as the Managing Director of OneWorld Foundation India; and serves in the Board of Fundación GKP as the President.

Prior to OneWorld, Naimur had worked within civil society, corporate sector, bi-lateral funding agency, and the government. Educated as an engineer, Naimur had subsequently specialised on International Business.

Bio note of _____

Prof. Mushtaq Khan

Professor Mushtaq Khan is professor of economics at the Faculty of Law and Social Sciences, SOAS, University of London. He was born in Dhaka and went to study at the University of Oxford where he got a first class degree in Philosophy, Politics and Economics in 1981 and then won a King's College scholarship to do his PhD in Economics at Cambridge University. He was then appointed a Junior Research Fellow at Corpus Christi College, Oxford and subsequently a Fellow in Economics at Sidney Sussex College Cambridge and Assistant Director of Development Studies at Cambridge University before taking up his position at SOAS, University of London in 1996.

His research interests are in institutional economics, where he has done innovative work on social transformations, rents and rent seeking, political settlements, corruption, democratization, property rights and land reform, industrial policy and technology policy, technology absorption strategies in developing countries, 'good governance' versus 'developmental governance' and other related issues. He has worked extensively on India, Bangladesh, Thailand, Tanzania, Palestine and South Africa and has a broader interest in South Korea, Pakistan and Malaysia. Many of his publications can be found on his university website: http://www.soas.ac.uk/staff/staff31246.php

Professor Khan is a member of the Committee of Experts on Public Administration at the United Nations, and a member of the Panel of Experts on Policy Implementation at the World Bank called upon to advise developing countries implementing industrial policies. He is also a member of the Industrial Policy Taskforce and the African Development Taskforce set up by Professor Joseph Stiglitz as part of the Initiative of Policy Dialogue.

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Bio note of _____

Ali Taukeer Sheikh

Ali Taukeer Sheikh
Executive Director Lead
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Ali Tauqeer Sheikh is the founding National Program Director (NPD)/CEO of Leadership for Environment and Development (LEAD) Pakistan since its inception in 1996. He specializes in institutional development, institutional reforms and in change management. He has vast experience in training and facilitating multi-disciplinary expert groups on policy planning, leadership development and conflict management. Mr. Sheikh is also currently heading the DFID funded projects Climate and Development Knowledge Network (CDKN) in Asia as the Director.

In the context of Climate Change, he has been involved at the country as well as regional and international dialogues and consultations to discuss issues and bring concerns relevant to Asia at the forefront. He has attended numerous Climate Change events and am a part of several local, regional as well as international networks related to Adaptation and Mitigation. He is also a member of the Governments Task Force on Climate Change set up by the President of Pakistan. He has worked in the field of Climate Change with multiple stakeholders, from government, academia, private sector, media and civil society from over 90 countries. Currently, he is involved in designing and planning the Climate Change Roadmap, Work programme on Climate Change Migration and also the Loss and Damage program for the Governments of Pakistan and Bangladesh.

Mr Sheikh has studied at Quaid-e-Azam University Islamabad, Australian National University, Canberra, and University of Miami, Florida, from where he obtained Master's degrees in International Relations and Strategic Studies Mr Sheikh has been a Fellow at the Institute of Soviet and East European Studies (ISEES) Miami; the International Institute of Strategic Studies (IISS) in London and the Rockefeller Foundation in New York. Mr Sheikh has delivered lectures at a number of universities and institutions including Oxford University, the Massachusetts Institute of Technology (MIT), the Fletcher School of Law and Diplomacy (Tufts University), the Carnegie Endowment, the Kennan Institute of Advanced Russian Studies and the University of Michigan.

Mr Sheikh serves on the Boards of several non-profit organizations and is member of various commissions and national committees dealing with environment and sustainable development including the apex environmental body in the country, Pakistan Environment Protection Council (PEPC) chaired by the President of Pakistan. He is a member of many national committees for the Environment including the National Environmental Quality Standards Implementation Committee (NEQS - IC); National Environment Policy of the Ministry of Environment; National Implementation Plan under the Stockholm Convention.

Bio note of ————————————
Akhlaque Haque

Akhlaque Haque is Associate Professor of Government and Director of Graduate Studies in Public Administration at the University of Alabama at Birmingham (UAB). Dr. Haque received Bachelor of Social Science in Economics (Honors) from the University of Dhaka and MA in Economics and PhD in Urban and Public Affairs from Cleveland State University, Ohio. His research interests are in the areas of administrative theory and behavior; electronic government and geographic information systems; public health and the urban population. He is published widely in peer reviewed publications some of which appear in the Public Administration Review, Administration and Society, Social Science Computer Review, Public Administration Quarterly, International Journal of Public Administration; Journal of Ethics and Technology, Journal of Rural Health, Public Health Registry, Journal of Urban Technology, Annals of Epidemiology, Journal of Management History, Public Personnel Management. He is currently working on a book tentatively titled Public Administration in the Information Age (under contract with University of Alabama Press, 2013). Dr. Haque's scholarly work expands from democratic governance to information technology usage for community empowerment and mobilization. Dr. Haque's work in the area of GIS has been profiled in national and international media. As a member of a national expert panel he was invited for congressional briefing in Capitol Hill on the "Use of GIS in Local Government." He has served/serving in editorial boards of national and international journals. He has served as commission member of the National Council on Peer Review and Accreditation (COPRA) -- accreditation arm of NASPAA; and in the executive council of Pi Alpha Alpha (PAA), the national honor society for public administration graduate students. Dr. Haque is the co-founder of the Complexity and Systems Study (CSS) section of the American Society of Public Administration (ASPA). Dr. Haque has been involved in US federally funded research with NIH, National Cancer Center, US Housing and Urban Development. He is currently Co-investigator in a 5-year comprehensive cancer center grant. His grant award as a Co-PI exceeds more than $1.2 million.

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Abstract of	**Dr. Akhlaque Haque** Democratic Governance in the Technology Era: Implications for Information Delivery for Social Empowerment in South Asia

The success of social entrepreneurship has regenerated interest in government and civil society organization (CSO) partnerships to solve the world's most pressing problems including democratic rights of individuals, coping with climate change, rights to healthy living and social justice for marginalized communities. With the hopes of mobilizing citizens to become productive partners in economic revival, the international development agencies, including The World Bank, United Nations Development Programme (UNDP), the DFID (Britain), GIZ (Germany) have invested in sustainable social development projects through collaborating with social entrepreneurs. Investment in social entrepreneurship in the developed world is also noteworthy. For example, the Obama administration through its newly created Office of Social Innovation and Civic Participation (OSICP), has allocated 1.1 billion dollars and for the first time created the Social Investment Fund (SIF) given out to some of America's most successful non-profit organizations to expand their work and encourage investment in health care, vocational training and direct assistance to bring people out of poverty. Social entrepreneurship is arguably a mobilization tool effectively used by catalytic entrepreneurs focused on solving complex social problems directly affecting helpless communities, and developing sustainable social partnerships to transform their human condition (Waddock and Post, 1991; Waddock, 1991).

Information plays a critical role in motivating and mobilizing citizens by identifying and contextualizing information towards a purposeful goal. Indeed, democracy is strengthened by an informed citizenry as citizens take ownership of their situation to become empowered and take charge of their destiny. Information and communication technologies (ICT) have proven advantage in delivering time sensitive and relevant information to targeted communities. However, evidence suggests there are more failures than successes using ICT for social empowerment because of over reliance on the information systems than the information. How information is produced and applied to a social context to create meaning is more important than how it is represented through portable monitors and mobile devices (Haque, 2005, 2012).

The roots of social entrepreneurship can be traced in the works by scholars engaged in civic and community empowerment, social responsibility and social justice (Harmon, 2006; Frederickson, 1980; Cheryl King, 1998), however, the role of information and information systems in the process of achieving the same goals needs further investigation. Although a growing literature on social entrepreneurship is emerging, the focus is less on the citizens and more on the leadership attributes of social entrepreneurs. The purpose of the proposed research agenda is to evaluate the process by which social entrepreneurs as leaders, in conjunction with public administrators, utilize information to activate and mobilize citizens to reach a socially desirable outcome. The growing literature on Actor Network (Bruno Latour) and ethno methodology (Harold Garfinkel) will be applied to discuss the implications of action oriented information for empowerment on two independent civil society led projects in Bangladesh and India.

Bio note of _____
Fayyaz Yaseen

Fayyaz Yaseen is a researcher and project coordinator at the Sustainable Development Policy Institute (SDPI) - one of the largest think tanks in Pakistan. While working at the SDPI, currently he is associated with DFID's AWAZ project that endeavor to promote political accountability, quality service delivery and women rights in 45 districts of Pakistan over the next four years. He can be reached at fayyaz@sdpi.org and fayyaz_100@yahoo.com or 0092-2278134 (ext193) and 0092-3345393105.

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Abstract of

Fayyaz Yaseen
Social Accountability in Pakistan: Gaps, Challenges, Opportunities and the Way Forward

Amid the ever changing social and political landscape of the developing world, human development is no longer a phenomenon that is confined to the provision of education, health and employability. Fueled by persistent economic recession and a vibrant social media, which ensued in the escalation of political unrest in the Arab world, toppling of long-standing dictatorial regimes and the very recent 'Occupy Wall Street' movement, the phenomenon has now added (social) justice and accountability to the list.

The revisited concepts for development refer to empowerment of the marginalized through greater access to information, participation in the decision making process and access to justice. Realizing the people's urge to demand for a governance structure that is responsive to their needs, the governments around the world have already started to work on embracing social movements that call for inclusive change. This has led to an increased demand for the creation of institutions that may ensure improved delivery of public services, fairer use of state resources, and enhanced development effectiveness.

Pakistan, being no exception to the phenomenon, emulates a society in transition. Fed up of successive non-performing governments, it has started to realize the importance of a development that is inclusive in nature and that is anchored on the notion of answerability and accountability. However, marred by an entrenched distortional political structure that finds its foundation on dictatorial practices, limited access to information and low awareness among the people, it has a long way to go before successfully following the route being laid down by the nations with relatively conducive conditions and less political resistance for evolution of a system of governance that is accountable to its people.

The present paper, besides taking stock of the struggle for the creation of a socially accountable governance system in Pakistan, briefly focuses on to the challenges, gaps, opportunities and the way forward for the success of the phenomenon. Building on the relevant literature available, it also highlights civil society organizations' work on social accountability in Pakistan and the major stakeholders that can play a role in leading this constructive transition successfully. At the end, it shares some of the suggestions that may expedite the process towards strengthening people's voice to call for a governance structure that may initiate inclusive and participatory development while adhering to the values of transparency, decentralization, justice and social accountability.

The research focus is relevant for three reasons. Firstly, this is an election year in Pakistan and thanks to a relatively free media; the masses in the country are looking forward to a future government that, while ensuring transparency and answerability, may overcome rampant corruption and address the inadequate accountability of state institutions. Secondly, considerate of the presently ineffective system of governance, at least in their verbal election manifestos, the political leaders have started to pledge for making government institutions responsive to the public needs to attain a good governance agenda. And finally, in the quest for inclusive growth and development and empowerment of the marginalized, there is a greater call for participatory governance among civil society groups. In these ways this paper is an endevour to facilitate these groups in deciding how to move forward.

Bio note of _____

Supad Kumar Ghose

Supad Kumar Ghose is an Associate Professor, University of Information Technology and Sciences (UITS), Rajshahi, Bangladesh. He studied International Relations at the University of Dhaka and obtained B. S. S. (Honors) and Master's degrees from the University of Dhaka, Bangladesh. Upon graduation, he joined the Bangladesh Public Administration Training Center (BPATC), Savar, Dhaka, Bangladesh and taught Government officials International Relations and Political Science for four years. He also studied International Relations at the University of Stockholm, Stockholm, Sweden. Meanwhile he qualified for the Bangladesh Civil Service but declined to join. He also went to the United States of America and studied World History, Military History, and International Relations at the Old Dominion University, Virginia and Georgia State University, Atlanta, Georgia. As a Lecturer and an Adjunct Professor, he also taught International Relations, Political Science Asian History, and World History at the Virginia Commonwealth University, Richmond, Virginia, USA, the Old Dominion University, Virginia, USA and Georgia State University, Atlanta, Georgia, USA. He was a central student leader of the Student League and actively participated in the Democracy Restoration Movement against the Ershad Regime in the 1980s. Last but not least, Mr. Ghose obtained several scholarships including the Guest Scholarship of the Swedish Institute and published on American Foreign Policy.

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Abstract of	**Mr. Supad Kumar Ghose** Culture of both Citizenship and Democracy in Bangladesh: A Critical Study

This paper has argued that the culture of citizenship lies at the heart of the crisis in democracy in Bangladesh for a variety of reasons. Because of the negative legacy of colonialism coupled with traditional oriental dictatorships that existed prior to European Colonialism, people in Bangladesh did not experience a sound and healthy transition from subjects to citizens with the departure of the British Raj. The Pakistani interregnum only exacerbated the problem since the agitational politics of the 1960s pitted people in the then East Pakistan against the neo-colonial state that Pakistan turned out to be.

The emergence of Bangladesh as a nation-state was supposed to usher in a new era of liberatory citizenship and patriotism but several cleavages cropped up between citizens and the new state of Bangladesh, resulting in the idea of weakened citizenship and the negation of state. Failure in nation building and the contested nature of identity politics that developed following the political change-over of 1975 between those who uphold Bengalee nationalism based on the spirits of the National Liberation Struggle and those who uphold Bangladeshi nationalism based on Islam further vitiated the culture of citizenship. As a result, people in Bangladesh have become more indifferent and indolent as citizens. They behave as if they have no stake in the welfare of the country as a whole. Those who have developed stake in the state of Bangladesh have also ironically used the state as an instrument to advance their sectional interests. The widening rich-poor gap has created more cleavage between the state and the underprivileged citizenry. The discourse of human rights championed by westernized civil societies has not been of much help in conceintizing the citizenry about a variety of duties toward the state.

The cumulative effect of the resultant culture of citizenship has not only rendered the state partly dysfunctional but also culminated in the negation of state in the day-to-day lives of ordinary citizens. To them, the state is becoming less and less meaningful, if not hollowed as a sovereign body. The ultimate effect of indifferent and indolent citizenship and increasingly dysfunctional state is the stunted growth of democracy and poor governance in Bangladesh.

Bio note of _____

Rokeya Kabir

A front-liner women and human rights activist and development practitioner in Bangladesh, Rokeya Kabir was involved in progressive student movement during her student life and was elected as general secretary in Rokeya Hall student council election of Dhaka University in 1972. She was a freedom fighter in the war of liberation of Bangladesh in 1971.

Rokeya Kabir is the founding Executive Director of Bangladesh Nari Progati Sangha established in 1986. Since 1990 she played important role as an Executive Committee Member of Association of Development Agencies in Bangladesh (ADAB) and currently serve as elected Chairperson. In 2010, she has been elected as executive committee member of Committee for Asian Women (CAW) based in Bangkok.

She organised various networks of NGOs and women organisations and civil society groups. She was founder coordinator of Women Development Forum (1994), founder coordinator, Sammilito Nari Samaj (1995), founder coordinator, Democracy Forum (1997), founder convener, Amar Odhikar campaign (2008), a national platform that puts pressure on the government to ensure education and health for all as a basic service. She is one of the key initiator and core committee members of South Asian Alliance for Poverty Eradication (SAAPE) and People's SAARC.

Rokeya Kabir was member (1998-2003) of The World Bank External Gender Consultative Group (EGCG) and now member of Women Advisory Panel to the President of Islamic Development Bank (IDB) on gender since 2005. She was also a member of NGO Committee on World Bank, a global watchdog body of CSOs.

As a dedicated advocate for ensuring peoples access to their rights to basic services, in 2009 Rokeya Kabir has been selected as a member of a global cabinet of eight women-W8, interfacing G8.

She is also a writer on national and international political and economic issues. For her contribution, Rokeya Kabir was nominated for Noble Peace Prize by Global Women Movement in 2005 as one of the 1000 peace women worldwide.

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Abstract of

Rokeya Kabir
Multidimensional Aspects of Citizenship, Democracy and Governance

The deprivation of a huge number of poor and marginalized people of their citizen rights and entitlement to basic services, the reduction of democracy to a mere electoral game, the crisis of the state manifested in governance failures and a propensity for bureaucratic centralization in the developing countries have entailed a need to constantly re-evaluate the concept of citizenship, democracy and governance. It is now urgent to find ways to restore the whole range of rights and entitlements associated with citizenship reinvigorate democracy and restructure governance in the light of felt needs and experience. This need is paramount in the South Asia region where the structural roots of poverty, inequity, gender discrimination and bureaucratic centralization run deep and the colonial legacy still persists strongly. The multidimensional aspects of these concepts need to be explored in their complex inter-relationship and translated into reality.

Citizenship needs to be active and participatory which demands that people of all classes and denominations meaningfully participate in the decision-making process in an inclusive framework. Their rights should be constitutionally guaranteed and implemented through a truly democratic structure of governance. In this context, it is worth exploring if all the South Asian countries have democratic constitutions articulating people's rights and entitlements and if the laws of these lands are compatible with those constitutional guarantees. Numerous ethnic and religious minorities along with the dalits and other subaltern classes who have long remained subjected to various forms of social exclusion and indignity are now claiming institutional recognition and, in many cases, positive discriminations in terms of rights and services. This paper seeks to throw light on these issues.

Deepening citizen engagement in decision-making, now being talked about as a means of deepening democracy, can go a long way towards making governance pro-poor and efficient. But this can be fully achieved only by a socio-economic transformation because in South Asia the problems of poverty, discrimination and underdevelopment are systematic. Therefore, only a deep systematic change with citizen participation at all levels of governance can serve to realize the full meaning of the concepts of citizenship, democracy and good governance. This is also an imperative from the perspective of the Millennium Development Goals which provide a guideline for change and improvement in the quality of life.

Bio note of _____

Dr. Donald Curtis

Donald Curtis, one time head of the International Development Department (formerly DAG), University of Birmingham, UK, and now Honorary Senior Research Fellow there, has continuing interest and experience in institutional analysis and governance. As a researcher / practitioner, consciously seeking an integration of theory and practice, he has worked and written on civil service reform and public management in a comparative perspective and draws upon experience in the management of international assistance projects; academic program design, assessment and evaluation as well as teaching and training methods.

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Abstract of	**Dr. Donald Curtis** Triple accountability and leadership in effective governance [outline]

An inclusive definition of governance, as adopted by IGS and many others, requires a similarly inclusive and pluralistic understanding of leadership in public affairs as well as accountability for actions and behaviours that affect the public weal. This paper examines some issues of context that arise as they relate to civil servants behaviour, public service provider dilemmas and, at the grassroots level, the social dynamics of micro-credit groups.

Many institutions as well as individuals can be seen to concern themselves with public or common good issues in society, influencing outcomes in varying degrees[8]. While formal authority is determined by constitution and law, separating legislative, administrative, and judicial powers, setting up formal accountability processes, and defining public, private and civil society sectors, the history of Bangladesh demonstrates that advancing the public good requires vigilant counter-valence as well as widespread initiative and social innovation. Furthermore any actor - NGO director, civil servant, political leader or whoever - seeking to advance a common interest or public good will have to interact with others in different agencies with differing codes and expectations. Effective leadership and governance in a pluralistic society is a cross boundary business.

The paper demonstrates a need to put the idea of accountability into a sociological as against a purely technical or constitutional framework. Administratively, accountability is a requirement on persons in particular situations or offices to give account for their actions to others in order to maintain established systems. In a social integrationist perspective, accountability has or should have two outcomes, one that actions reinforce agreed forms and the other that the actor's personal integrity and ability to act is maintained or challenged. Leadership is authentic rather than positional.

The paper recognises three underlying dynamics of accountability; hierarchical, collective, and individual that differ in logic and incentive/ motivation. It develops a concept of triple accountability; the idea that good governance outcomes typically call for people who are able to respond, according to situation, to all three types of call to account;

- centrally determined, as in demonstrating responsibilities of office, or of citizenship
- peer group generated, as in responding to the standards and codes of professional associations, workplace teams or civil society association norms
- And, not least, inter-personal , as in creating good personal reputation and the trust that stems from honourable conduct of affairs.

Good outcomes, it can be hypothesised, depend upon the ability of actors to recognise the three forms of accountability in the social situations that they face and act responsibly. To be able to do so organisational design should be adapted to expose individual actors to effective hierarchical, peer or individual accountability pressures. A civil servant, interacting with a politician should do so aware of a service code framework as well as batch mate or cadre pressure group. A service provider agency interacting with customers harnesses their interest in equitable provision if they account through a consumer cooperative. Microcredit institutions arguably function most effectively if they find a balance of market, administrative and group accountabilities. The paper uses secondary sources as well as personal experience to explore examples and issues arising.

[8.] Is not the annual budget of GoB influenced to some degree by Centre for Policy Dialogue (CPD) commentary? Is not the intention of the annual IGS governance review to help shape thinking in particular areas of public policy and government, and doesn't this have some impact in the longer if not shorter timeframe? Is it not the case that the education, health or banking services generated by the NGO sector are public goods; not only in themselves but also are points of comparison for government?

Bio note of _____

Eelco Jacobs, PhD

Eelco Jacobs has worked in the field of public and global governance for multi- and bi-lateral donors (ILO, WHO, OSCE, SIDA), think-tanks (Overseas Development Institute, Global Partners, Basel Institute), and businesses (Tanzanian Horticulture Council, Exclusive Analysis) in Europe, Central Asia and East Africa. Within the Basel Institute on Governance Eelco has developed his doctoral research while contributing to conceptual and methodological foundations of the governance of health system project and being in charge of the preparation, design, collection and analysis of field work on national and local level health governance in Tajikistan. In addition, he has been engaged with the World Health Organization's regional office for Europe. As part of this collaboration he developed a concept note for the development of the national health strategy for Armenia, and several publications on decentralization reforms in the Spanish health system.

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Abstract of	**Dr. Eelco Jacobs** Social Accountability and its Conceptual Challenges. An analytical framework for improved project monitoring, evaluation and design.

In a drive towards strengthening basic services through more responsive governance, social accountability programmes have become increasingly popular among donors in recent years. However, as the term is applied to a great variety of approaches and mechanisms, a lack of consensus remains on what the concept exactly entails. This varied understanding of the appropriate scope and level of impact that social accountability initiatives can have stands, in the way of drawing lessons in order to maximize the effectiveness of local participatory schemes.

Based on an analysis of a database of 25 UNDP social accountability projects, and preliminary research on social accountability initiatives in rural Tanzania and Mexico as part of a larger research project on social accountability, we have developed guidelines for the identification of the different levels at which social accountability initiatives can be effective, and what this entails. The starting point is a thorough conceptualization of the process of accountability, based upon the five components of mandate, resources, performance, monitoring and enforcement. Taking these components as a starting point to analyze accountability in any relationship, it is possible to develop guidelines to assess and evaluate impact and program me design of social accountability initiatives.

First of all, the impact of social accountability projects can be understood as the extent to which accountability as a process is strengthened. Social accountability schemes usually target one or more of the components of accountability, particularly monitoring and mandate. However, a lack of enforceability is one of the weaknesses of many social accountability initiatives. This can often be attributed to the fact that in public service provision, formal, hard sanctions for inadequate performance are institutionalized and applied by officials along the official hierarchy. An effective social accountability initiative therefore needs to be either embedded in established enforcement mechanisms or based on other, more informal or 'soft' enforcement mechanisms. The latter could capitalize on community or organizational structures of consensus, discipline, hierarchy and status. Secondly, the assumption underlying most social accountability initiatives is that more accountable relationships result in better service provision. The effect of this correlation can in turn be assessed on the level of output and outcome. The former would imply direct service-level indicators such as better stocked health centers', an increase in the number of schools or water pumps or kilometers of tarmacked roads. Successful social accountability outcomes on the other hand could refer to the ultimate social, economic or epidemiological effects that the intervention is aimed at, such as increased literacy, more empowered communities, greater user satisfaction, or fewer cholera cases.

As development partners increasingly use social accountability as a tool for improving service provision, greater conceptual clarity is needed. This paper will make a meaningful contribution to the field by providing concrete parameters and tools to identify essential in the design of social accountability initiatives to maximize chances of achieving successful outcomes.

Bio note of _____

Dr. Gurumurthy Kalyanaram

Dr. Gurumurthy Kalyanaram is Inaugural Dean for Research at NMIMS University. Reporting tothe Vice-Chancellor, Dr. Kalyanaram will lead, mobilize, nurse and mentor research efforts across all schools at NMIMS including the Schools of Architecture, Business, Commerce, Economics, Engineering, Pharmacy, and Science.

Dr. Gurumurthy Kalyanaram has been a tenured professor, management consultant and an academic administrator. He got his doctoral degree from MIT Sloan School of Management. He is a well-known scholar whose research work is highly cited. His publications have appeared in major journals such as Business and Strategy, Journal of Consumer Research, Journal of Marketing, Journal of Marketing Research, Marketing Science, and Review of Industrial Organization. He has served on many editorial boards including those of Management Science and International Journal of Research in Marketing, and he currently serves on the editorial boards of International Journal of Pharmaceutical and Healthcare Marketing and Journal of Indian Business Research.

Dr. Kalyanaram has lectured, taught and given presentations at many renowned universities and conferences all over the world, including at the following universities: Boston University, Jiang Xi University of Finance, London School of Economics, Loughborough University, Massachusetts Institute of Technology (MIT), New York Institute of Technology, St. Petersburg State University, Vanderbilt University, and The University of Texas.Dr. Kalyanaram was the inaugural endowed professor at Kazakhstan Institute of Management,Economics and Strategic Research. He has also been a distinguished scholar at the prestigious Woodrow Wilson Center for International Scholars, and the East-European and Russian Research Center.

Dr. Kalyanaram founded a full-time MBA program at The University of Texas, and served as the Director of all its graduate programs. At New York Institute of Technology, he served as Director of Global Graduate Programs including those in US, Canada, China and Middle-East (Abu Dhabi, Bahrain, and Jordan). Prior to joining NMIMS University, Dr. Kalyanaram was an advisor, and the Dean of the School of Business at Amrita University.

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Abstract of	**Dr. Gurumurthy Kalyanaram (G.K.)** Inclusive Development and Institution Building in Accountable Governance Regime

In this paper, we address two important questions.

1. First, what are the institutions and mechanisms necessary for accountability in governance in general?
2. Second, in the context of inclusive development and social transformation what are the adjustments (recalibrations), if any, necessary to simultaneously achieve growth and yet maintain a credible regime of accountability?

We will examine institutions and mechanisms relating to polity, economy, judiciary and regulation with particular focus on China and India. We will also provide some empirical generalizations.

Many societies have developed robust institutions and mechanisms to ensure accountability in governance. But the question remains if these institutions can be adopted for societies where there is urgent need not only economic growth, but also for inclusiveness and social transformation. India is an example of a society that is very serious about responsible and transparent governance at all levels, even as it aspires for substantial economic growth which includes all segments of the society. Such simultaneous optimization is necessary economic and social imperative and India does not consider them as conflicting goals (Bhagwati, 2011; Kwasi Fosu 2011; Rao 2011).

Empirical research (Khanna, Kogan, and Palepu, 2006) shows that each successful society develops its own set of governance institutions, standards and practices. While there may some de jure similarity in standards, there is no de facto convergence. In fact, there has to be substantial differences.

For example, India has chosen a path of democratization of its polity and liberalization of its economy with appropriate regulatory mechanisms in place such as Securities Exchange Board of India for supervision of the financial markets. India's stronger infrastructure in terms of far more efficient and transparent capital markets is enabling the growth of entrepreneurship and free enterprise (Huang, 2006; Kalyanaram 2009). India has also evolved fairly robust and indigenous governance institutions and standards (e.g. dispute resolution bodies such as courts, recognition and protection of private and intellectual property rights, a well-developed private sector, and a modestly better score on corruption and rule of law in World Bank's governance indicators) over the last 50-60 years (Srinivasan 2006; Wolf, 2006, World Bank Report 2007).

China has chosen a different political and economic model, and a different approach regulatory structure (Wu 2008). It is evident that China's growth has been spectacular and sustained, though its record on inclusiveness is not evident. Empirical studies suggest that it may take China the next 30-40 years to develop its own institutions and standards similar to those in US and Western societies (North and Robert, 1971; Sen 1997; Kalyanaram 2009). But China may not adopt that model of governance and growth (Wu 2008). In fact, China has already defied the conventional model by injecting limited pluralism in economy, but none in polity. So far, this model has produced some eye-popping economic results, though technical limitations on such continued growth are real.

Bio note of _____

Dr. Sumanjeet

Author is M.Com; MBA; M.Phil; PG Diploma in Cyber Law and Ph.D. Dr. Sumanjeet is presently working as Assistant Professor at Department of Commerce, Ramjas College, and University of Delhi, India. He has authored more than 100 research papers for various national and international journals of repute and presented papers at many national and international conferences. His work has appeared in journals like: International Journal of Electronic Finance, Journal of Economics and International Finance, World Affairs, Journal of Global Economy, International Journal of Political Economy, International Journal of Applied Business and Economic Research, International Journal of Social Economics, International Journal of Trade and Global Markets, Finance India, Journal of Commerce and Information Technology, Seoul Journal of Economics, International Journal of Business and Management Research, Social Change, South East Asian Journal of Management, Pakistan Management Review, International Journal of Information Technology and Business Research, Global Journal of International Business Research, Journal of Social Development, Journal of Business Perspective, Journal of Science and Technology, Economic Affairs, Journal of Business and Economic Research, Asia Pacific Journal of Business Research, The Indian Journal of Industrial Relations, Journal of Infrastructure, International Journal of Law and Management, International Journal of Social Science…. His working paper series has appeared in many international universities. His two books on E-Commerce are under publications. He is active editorial member/assistant editor of many international journals. He is associate editor of International Journal of Innovation and Digital Economy and Asia Pacific Journal of Management. He is the former editor of International Journal of Business and Engineering Research. He has widely travelled India and abroad. His work has been accepted for presentation in many countries: USA, Romania, Germany, Italy, France, Kenya, Canada, Pakistan, Nepal, China, Bangladesh, Malaysia, Thailand, Taiwan, Australia, Netherland, UK and many others. He has been awarded with "*Rashtriya Vidhya Sarswati*" Award and "*Rajiv Gandhi Excellence Award*", 2008 for his outstanding contribution in the field of application of ICTs and E-Commerce. His paper on IPRs and Competition Policy has been ranked at 1st (most downloaded) by SSRN under the top ten journals of intellectual property rights. His name has been included in NIC World Who is Who. His areas of teaching and research are: IPRs, Law and Economics and E-commerce.

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Abstract of	**Dr. Sumanjeet** Can Mobile Phone Technology Lead The Way In Bringing Financial Inclusion? Evidence From India

Technology is the key for financial inclusion because that is the only way to reduce the cost significantly and reach the masses. But all technologies are not suitable for financial inclusion due to affordability, accessibility, security and privacy. In the last decade, mobile phone technology has emerged as the most potential and well suited channel for financial inclusion. Use of mobile phone for inclusive finance is very popular in countries where most of the population is unbanked or under banked. Indian government has also realized that mobile phone can be an important mode for propagation of financial inclusion in the country. As a result, Indian government has already taken many initiatives to promote mobile banking as a tool to expand the credit and financial services to the excluded populations. But, mobile phone, although a critical tool of financial inclusion, does not guarantee adoption, it only indicates potential. There are many challenges in adoption and successful implementation of mobile technology especially in rural areas. In the present paper an attempt has been made to explore the potential of mobile phone technology in accelerating financial inclusion in India. The paper also highlights pitfalls of the mobile technology for financial inclusion. Further, paper makes an attempt to discuss the policy options, which needs to be done to ensure equitable access to financial services for all who want it.

Bio note of

Kazi Mahmudur Rahman

Kazi Mahmudur Rahman is a PhD Candidate and a Tutor at the Political Science and International studies at the University Of Queensland, St Lucia, Brisbane, Australia. He is also a seasonal lecturer at the University of Southern Queensland, Springfield, Brisbane. He is a Senior Research Associate (currently on leave) at the Centre for Policy Dialogue (CPD), a premier think tank in Bangladesh. His research interests cover a wide spectrum of areas which includes, trade and governance, globalization, post-colonial studies and critical development studies. He has published a number of book chapters, monograph and journals in various forums.

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Abstract of

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Governing through Force and Consent: Sustaining New International Division of Labour within the Ready-Made Garments Industry in Bangladesh

The normative underpinnings of trade-led development are premised on modernization theoretic premise of development, and associative assumptions include justifications about enhancing individual freedoms and progressive advancement of societies as a whole. The assumptions are also at the core of efforts and strategies of states and state representatives organizing to be ever more competitive globally, in order to attract investment (FDI) and, thus, creating the conditions to move up along the 'development ladder'. In the context of Bangladesh, the progressive narratives of trade more generally, and the ready-made garment (RMG) industry more specifically, has been the dominant discourse of the government as well as some 'cultural' theorists of cultural modernization. However, the workers in their testimony bear different signals which have been articulated as a subaltern's antiphon exposed through their continual hidden/apparent protest. The core of this paper is an exposition of the governance mechanisms through how the new international division of labour (NIDL) sustained despite the worker's struggles. At one extent, workers have been identified as a catalyst for this development metaphor and in other extent justification (i.e., conspiracy theory) being put forward for these embedded sufferings. As a broader discourse, it (governance mechanism) justifies the NIDL through the contingent nature of hegemony- the uneven balance between "force and consent", in the fault lines of legality within garment factories. It is theses fault lines to which our attention is drawn by worker's testimonies and the living proof that they share with us. It is precisely these governance mechanisms that keep sustaining and reformulate these fault lines.

Bio note of _____

Vandana Tripathi

Ms. Vandana Tripathi has completed her post-graduate degree in Social Work from Tata Institute of Social Sciences, Mumbai and has a background and experience in developing and executing projects for sustainable urban development, writing and editing creative communication and building capacities of human resources engaged in the urban sector.

Her career started as a Programme Assistant in 2004, and subsequently grew to the level of Programme Coordinator handling a budget avenue of Rs. 50-70 lacs annually. From time to time I have also strived to update my knowledge and build my existing skill set participating in various capacity building events organized by global and local agencies.

Her engagement with Sahbhagi Shikshan Kendra (Lucknow) lasted beyond five years where her association with voluntary organizations enabled her to work effectively with their local communities and be able to tell their stories so that others - donors, volunteers and campaigners like her - could contribute in various capacities in making the world a better place.

She actively led a team to develop strategies, produce communication material and implement campaigns that inspired actions from individuals, groups (Self Help Group, Elected Representatives etc) and institutions (government and non government) towards sustainable urban development. She explored and implemented tailor made capacity building strategies to build practical skills in organizing communities for sustainable urban development. A strong component of research into local community needs and stakeholders' motivation has always informed in her work. In 2007, she was privileged to be chosen by CORDAID, a Dutch Funding Organization based at the Hague, to pursue 3 months advanced diploma course in Urban Social Development. In the year 2008, she won a Dutch Government Scholarship, Netherlands Fellowship Programme (NFP) for a yearlong M.Sc programme in Urban environment and Infrastructure Management at the Institute for Housing and Urban Development Studies (IHS) at Erasmus University, Rotterdam.

Currently I am one engaged as Asst. Professor with Institute for Technology and Management and discharge role of facilitator for CSR subject and give practical exposure to students through one month dedicated internship with NGOs pan India.

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Abstract of	**Vandana Tripathi**
	Role of Institutions in ensuring sustainable livelihoods- Case of Waste pickers of Lucknow City Key words: Livelihood, solid Waste management, Social development, Labour rights

The paper examines a business case for incorporating institutional intervention in one of the major public service delivery viz Solid Waste Management through the case of waste pickers in Luck now. It aims to offer a socio-economic profile of waste pickers in Luck now and then assess the various roles that can be adopted by organizations and other institutions to address the needs of waste pickers keeping an international context in mind. Finally, the paper will make recommendations that would assist in formal integration of waste pickers in the Solid Waste Management process.

The first section of the paper builds the background of evolution and progress of Urbanization in India and its consequences on city management. It presents the evolving demography of Indian cities. Further, the emphasis shifts on explaining the meaning of "waste" as it has developed through years. The section then goes on to explore waste economy in India with special emphasis on Luck now. It explains the role of waste picker which is unique to India and their contribution to the economy, ecology and environment.

The second section of the papers presents the socio-economic profiling of waste pickers in Luck now. It also introduces the sustainable livelihood framework which incorporates the context of vulnerability of waste pickers as a social class, and how structures and processes can be shaped to arrive at meaningful livelihood strategies for this class. It examines the vulnerabilities that waste pickers are exposed to as a social class and how capital in different forms such as social, economic, human, political etc. entwines itself in their everyday lives.

The third section of the paper offers insights and effects of participation of institutions to introduce structures and processes that would enable the integration of waste pickers into mainstream solid waste management. It analyses the access of infrastructure, basic services, cheap credit and workplace available to waste pickers. By citing international cases, the paper seeks to arrive at a structure whereby position of waste pickers can be improved through formalized engagements or cooperative movements.

The paper concludes that waste pickers are the most disadvantaged section of informal labour sector. The livelihood framework will help in evaluation of vulnerable groups and formulation of strategies for their overall well-being. The government cannot adopt a straitjacketed approach to this unique case of socially sensitive solid waste management. Finally a proper support to waste pickers will reduce their poverty and improve their social recognition, simultaneously leading to a sustainable approach to benefit all stakeholders and conservation of environment.

Bio note of _____
Dr. Quamrul Alam

Dr. Quamrul Alam is the Course Director for the Master of Public Policy Program at Monash University, Australia. He has received his PhD in development administration from Flinders University in South Australia and an MA in economics from Manchester University in the United Kingdom. He teaches International Public Administration, Strategic Management and International Business Management at Monash University. His research interests include: internationalisation of Australian businesses; globalisation; FDI; strategic management, international public administration; public-private partnership; government and business; and corporate social responsibility and business strategy. He has published extensively on public management, public-private partnerships and local government and has been a consultant for public and private sector organisations in Australia and Bangladesh.

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Bio note of _____
Dr. Humayun Kabir

Dr. Md Humayun Kabir is a Deputy Director at Bangladesh Energy Regulatory Commission. He has completed his PhD in Public Private Partnerships (PPPs) from Monash University, Australia. His research interests are in the field of public management, public private partnership, and field administration. He has presented many conference papers in International Conferences and also has published article in Administration & Society.

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Abstract of

Dr Quamrul Alam & Dr. Humayun Kabir
Determinants influencing collaborative governance under PPPs

Over the past two decades, private sector involvement in building large public infrastructure through public private partnerships (PPPs) has significantly increased in developed and developing countries. The implicit assumptions were that PPPs would increase quality in the public service delivery and reduce costs as private sector's operational efficiencies and managerial skills bring innovative management practices. Australian governments have been pursuing a PPPsfor infrastructure projects. Governments around Australia have recognised the importance of public and private sector collaboration that play an important role in building modern public infrastructure.

The purpose of this paper is to examine the operational aspects of one of the largest infrastructure projects 'EastLink' in Victoria, Australia to demonstrate how the collaborative management approaches can be instrumental in designing an effective procedure to implement large infrastructure projects. Few management studies and literature have investigated how the management practices can be operationalized in large infrastructure projects to reduce costs and time. Understandably, the large number of stakeholders often with conflicting interests makes large infrastructure projects complicated to coordinate and manage.The paper investigates how collaborative governance model (CGM) provides better quality services through sharing of knowledge and information, managing risks, involving stakeholders with an innovative engagement regime to complete the project on time and on budget.

Our research findings reveal that the collaborative management practices that the EastLink project management teamdeveloped clearly signifies that the extent of relationshipbetween the stakeholders and the private party was a key determining factor for establishing a collaborative governance model based on mutual trust and respect between participating partners and key stakeholders andaims to achieve a common target. This paper argues that a CGM model can ensure better quality to publicservice delivery system through private sectors' innovative managerial skills and expertise. Though completion of the project on time and on budget is crucial for a successful PPP arrangement, the role of effective and sustainable monitoring, reporting and performance measurement procedures to ensure accountability and transparency at the implementing stages of the EastLink project was instrumental in creating a CGM.

Bio note of _____
Ashish Vachhani

Ashish Vachhani was educated at Vidya Niketan, Birla Public School, Pilani, and completed his graduation from Delhi University and post graduation, M.Phil in International Studies from Jawaharlal Nehru University, New Delhi. He completed MSc in Public Management and Governance from Department of Management, London School of Economics and Political Science (LSE) as British Chevening and HSBC scholar in 2011. He was selected for IAS in 1997 and was allocated to Tamil Nadu cadre. He has worked as Sub-Collector, Sivakasi, Under/ Deputy Secretary to Government (Budget) and Joint Secretary in Finance Department, Government of Tamil Nadu. He has been the Collector of Dharmapuri District and Tiruchirappalli District. He joined the Lal Bahadur Shastri National Academy of Administration in 2008. His areas of interest include Public Financial Management and governance issues. He is an ardent writer and has several publications to his credit. He loves trekking and badminton. Officer of the Indian Administrative Service (Batch 1997: TN Cadre); presently on central deputation and working as Deputy Director (Senior)) at the Lal Bahadur Shastri National Academy of Administration (LBSNAA) - Government of India's apex training institution for higher civil services.

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Abstract of	**Mr. Ashish Vachhani, IAS** "Measuring and Managing Performance in Government - Critical Appraisal of India's Performance Monitoring and Evaluation System (PMES)"[9]

This paper takes a cue from growing global interest in the use of performance measures in enforcing accountability and managing performance in government. It draws heavily from my research at the London School of Economics and Political Science (as British Chevening-HSBC Scholar 2010-2011) on emerging global performance measurement and management paradigms and efforts by nations to put in place workable results-based performance management frameworks in government.

This paper examines the performance management framework adopted by government in New Zealand and India. Both countries share a common historical legacy of British colonial rule and the 'Westminster-Whitehall' model of government and governance. While New Zealand is globally acknowledged as a pioneer in institutionalizing systems for measuring and managing government performance, India's results-based performance management framework - also called the Performance Evaluation and Monitoring System (PMES) - is relatively new and has not been well researched yet. India's PMES requires federal government departments to execute a performance agreement - known as Results Framework Document (RFD) - which serves as a tool for measuring and comparing the actual with expected performance.

With the New Zealand experience as backdrop, this paper critically appraises India's results-based performance management system to assess whether its aims, methodology and implementation thus far, can be correlated in theory and practice. In doing so, it seeks answers to the following research questions:

1) How has 'performance' been defined and measured in the RFDs of departments studied?
2) How well is India's performance management system integrated with other management frameworks in the government?
3) By whom, to what extent, and for what ends is the RFD performance data being used in India?

At a generic plane, this study finds that in both countries, the elusive nature of 'performance' - problems in defining and measuring it - brings to fore difficulties in institutionalizing an effective results-based performance management system. At a specific level, this study concludes that India's PMES is patchy and exhibits characteristics of a loosely woven framework. It needs to be better integrated with other management systems and practices in government to improve its efficacy in realizing the intended objectives.

This research paper is likely to be of specific relevance to the thematic areas - "Accountable Governance for Inclusive Development and Social Transformation" and "Leadership and Capacity for Efficient Public Service Management" - at the conference and research priorities of the 'Pathways for an Inclusive Indian Administration (PIIA) project, being implemented by the Department of Personnel and Training with funding support of the United Nations Development Project (UNDP).

Bio note of _____
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Mohammad Mohabbat Khan is a Member of University Grants Commission of Bangladesh and Professor, Department of Public Administration, University of Dhaka. He obtained his MPA from Syracuse University and MPA and Ph.D. in Public Administration from University of Southern California. He did his post-doctoral research at Cornell University and University of Texas at Austin. He has taught at universities in USA, Nigeria, Jordan and Bangladesh. He has published eighteen books and one hundred ninety articles in refereed journals at home and abroad. He has been a Member of Editorial board of several international journals. He was a Member of Bangladesh Public Service Commission.

Bio note of _____
Md Shahriar Islam

Md. Shahriar Islam is Lecturer in the Department of Public Administration at University of Rajshahi, Bangladesh. He obtained BSS (Hons.) degree in Public Administration from University of Dhaka. After having this degree he has received Master of Public Administration (MPA) degree from London Metropolitan University, UK. He has done two internships, one in London Borough of Islington, UK and other in The Asia Foundation, Bangladesh consecutively. He has published articles both in national and international journals and collaborated with Professor Dr. Mohammad Mohabbat Khan in producing international conference papers and book chapter.

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Abstract of	**Mr. Mohammad Mohabbat Khan, Ph.D and Md. Shahriar Islam** Collaborative Public Service Delivery in Bangladesh: Does it really boost all- inclusive development?

In Bangladesh formal mechanisms for delivering public services have been severely criticized over the years. These criticisms often raise question as to what extent people have been able to take part in the service delivery system. It is believed that for ensuring an all- inclusive development people's active participation in all phases of public service delivery system. Pressures from both internal and external actors are beingexertedfor a novel style of public service delivery as the traditional channels have been adversely affected by some undesirable politico-bureaucratic practices. In recent times private and civil society organizations have been welcomed by many to bolster the public sector's moves for an efficient service delivery. This collaboration between public sector and public sector and civil society organizations hasbeen subsequently theorized as the mechanism for people's participation. The process of service delivery where public organizations engage private and civil society organizations is termed as collaborative public service delivery. Collaborative public service delivery is mushrooming quite rapidly in Bangladesh. Hence, it is worth analyzing whether the phenomenon is adequate to ensure all- inclusive development through collaboration between public, private and civil society organizations. The theoretical framework of the paper will be based on three key concepts, i.e. good governance, public-private partnership and collaborative governance and the practice of public service delivery. This paper, considering the changing pattern of public service delivery, will examine the context, extent and prospect of collaborative public service delivery in Bangladesh. It is felt by many that the present state of governance in Bangladesh is not satisfactory. It is assumed that operating within such governance system it would be extremely difficult to build the platform from which both central and local governments can effectively and efficiently collaborate with private and civil society organizations. By considering the current state and future prospect of collaborative public service delivery in Bangladesh this study will analyze whether the system, advocated by both national and international policy actors, can guarantee the fruit of development for all.

Bio note of _____

Dr. Radha R. Sharma

Dr. Radha R. Sharma has over 3 decades of experience and is Professor of OB & HRD at Management Development Institute, Gurgaon, India. She is HR Ambassador for India for Academy of Management (AOM), USA and represented India at the AOM during 2010-12. She has been a Visiting Professor to International University, Germany and has taught courses in ESCP-Europe MBA programs and has visited several countries   in connection with professional and research work.

A recipient of four gold medals for academic excellence, Dr. Sharma has Masters and PhD. in Psychology and started her career at Department of Psychology, BHU. She has Advanced Professional Certification in MBTI from Association of Personality Type, EI certification from EI Learning Systems (USA) and FEIL and has qualified certificate courses in Corporate Social Responsibility from British Council & New Academy of Business, UK; and the World Bank Institute. She has received certification   in participant- centred learning at Harvard Business School, USA.

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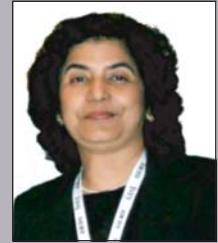
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Abstract of	**Dr. Radha R. Sharma** Primal Leadership: An Imperative for Effective Public Service Management

Primal Leadership, an emergent leadership typology, is based on the premise that a leader, with empathy and emotional connection with people , drives collective emotion in the positive direction that result in enthusiasm and high performance. Emotional intelligence competencies, as the vehicle of primal leadership, play a key role in leadership and facilitate one's advancement in the organizational hierarchy (Goleman, Boyatzis, & McKee, 2002) and also in transformational leadership for bringing about change in the organization (Sharma, 2006).

Researches reveal that emotional intelligence is a prerequisite for successful leadership and it contributes to the effectiveness of a leader by helping in the development of collective goals, appreciating the importance of the work being done, generating enthusiasm, optimism, trust and encouraging flexibility in decision and change processes and in establishing a meaningful identity for the organization (George, 2000). Public service officials requires greater degree of emotional intelligence as they are required to deal with policy issues relating to citizens who largely come from socially and economically disadvantaged sections of the society. The paper will focus on emotional intelligence competencies that are needed in leaders to bring about change and accelerate the process of achievement of Millennium Development Goals (MDG). It would suggest plan of action for identifying emotional intelligence competency gap and measures for bridging this gap.

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Bio note of
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Abstract of	**Mr. Ronojoy Sen** Combating Corruption: The role of the CAG in India

India has been convulsed by huge corruption scandals in the past two years. This has led to a strong civil society reaction, the anti-corruption agitation led by activist Anna Hazare being the foremost example. While Hazare and his supporters have attracted wide media coverage and even forced Indian Parliament to pass a resolution on the setting up of an anti-corruption ombudsman, a constitutional authority - the office of the Comptroller and Auditor General (CAG) - that in some senses laid the ground for the protests has been somewhat neglected. It was the CAG's 2010 report on the allotment of telecom licenses, or what is commonly known in India as 2G spectrum scam, and the 2011 audit of the Commonwealth Games held in New Delhi in 2010 which helped create the anti-corruption mood in India. More recently, a CAG report in 2012 has questioned the government's methods of allocating coal fields, many of them to private companies. The effect of the CAG reports has by any standards been spectacular resulting in the arrest of ministers, cancelling of contracts and appointment of parliamentary probes.

My paper proposes to examine why the CAG, which is an institution whose roots go back to British India and has maintained a relatively low profile, was able to make such an impact in the past two years. By looking at the CAG's past record and its constitutional remit I suggest that the revelations in its recent reports - unearthing presumptive losses of a staggering amount to the government exchequer - were just one reason for their impact. The way the CAG reports were presented and their timing contributed equally to the ripples they created. I also suggest that the CAG, much like the Supreme Court and the Election Commission, might play a greater role in contributing to better and more accountable governance in India. However, without an active civil society that is willing to take up and debate the issues raised by the CAG its reports will sink without a trace, something that has happened often in the past. But at the same time, I argue that we should be aware of the limits of an institution such as the CAG and be wary of burdening it with too high an expectation.

Affiliated Network for Social Accountability – South Asia Region (ANSA-SAR) housed within the Institute of Governance Studies (IGS), BRAC University was initiated in 2009 with a seed grant from the World Bank Institute. The primary objective of this network is to enhance and scale up social accountability initiatives in the South Asia; and create linkages and synergies between different actors and institutions to synergize and enhance efforts on the demand side of governance. Over the past years, ANSA has provided small grants for experimenting and scaling up micro-level social accountability initiatives by existing and emerging actors, especially civil society organizations that work at the grassroots; have conducted and supported research, development of knowledge products on specific social accountability and peer sharing and learning forums; and helped build capacities and competencies of civil society as well as public institutions through workshops, conference and peer-learning forums. Knowledge generation, assimilation and dissemination are thus part of ANSA SAR's core mandate.

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