

SESSION 3

From analysis to action

**Sequencing strategies and
applications to your own context**

**Public Sector Reform and Capacity Building Unit
Africa Region, World Bank**

Defining and sequencing a governance strategy

Core public management

High

Low

**Participatory
Governance**

High

a

c

Low

b

d

	High	Low
High	<i>a</i>	<i>c</i>
Low	<i>b</i>	<i>d</i>

How can you help *activate* demand for good governance?

- **Information-based approach**
 - Greater transparency
 - Open policy and prioritization processes
- **Learning-by-doing approach**
 - Community-driven development
 - Resource transfers

Information-based approach: improved fiscal transparency

- **Upstream**
 - **Comprehensive budgets**
 - **Debated and presented publicly**
- **Downstream**
 - **Accurate, real-time accounting and reporting on budget execution**
 - **Timely, public, independent audits**

Fiduciary transparency as governance strategy

- **Strengths**

- Transparent budget processes improve fiscal outcomes, credibility, and investment
- Public information can empower local groups

- **Limitations**

- Demand-side response forthcoming?
- If downstream lags behind upstream?
- Political and administrative prerequisites?

**PRESENTATION BY SOUTH AFRICAN
CIVIL SOCIETY
(10-15 minutes)**

Learning-by-doing approach: community-driven development

- **Resource transfer direct to communities (<\$50,000)**
- **Participatory, community-level prioritization**
- **Capacity building for local governments**
- **Decentralization as driver for state reforms**

Political

Fiscal

Administrative

CDD as governance strategy?

- **Strengths**

- “Learning-by-doing”
- Flexible, “parallel” implementation of core public management reforms
- Bottom-up empowerment

- **Limitations**

- Overcome elite capture?
- If institutional reforms lag?
- Appropriate donor assistance?

***A step-by-step approach for
application to your own
country context***

Step 1: Where are you today?

- **Diagnose the quality of core public management and participatory governance institutions the currently**
 - **empower the poor**
 - **expand their opportunity**
 - **provide for their security**

Step 2: Where should you be in 3-5 years?

- **Select institutional mechanisms that support poverty reduction: what works, what doesn't, and why**
- **Identify incentives to “scale up” what works and “scale down” what doesn't**

Step 3: How can you get there?

- **Decide on how and when to use results from diagnostic work in order to leverage change dynamics**
- **Sequence reform actions that lock-in “good practice”**