

Department of Economic and Social Affairs
Division for Public Economics
and Public Administration

Building Partnerships for Good Governance

*The Spirit and the Reality of South-South
Cooperation*



Notes

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

The designations “developed” and “developing” economies are intended for statistical convenience and do not necessarily imply a judgement about the stage reached by a particular country or area in the development process.

The term “country” as used in the text of this publication also refers, as appropriate, to territories or areas.

The term “dollar” normally refers to the United States dollar (\$).

The views expressed are those of the individual authors and do not imply any expression of opinion on the part of the United Nations.

Enquiries concerning this publication may be directed to:

Mr. Guido Bertucci
Director
Division for Public Economics and Public Administration
Department of Economic and Social Affairs
United Nations, New York, NY 10017, USA
Fax: (212) 963-9681

Preface

Throughout the world, efforts to strengthen governance institutions and partnerships among them are being rewarded by the fruits of social stability and economic well-being. Institutions and partnerships are strong when ideas, data, strategies, implementation and evaluation are shared. This sharing takes place with openness and transparency so that all stakeholders are mutually accountable. The partnership strategy recognizes that sustainable results can be obtained only when all stakeholders are involved in decision-making, policy-making and operations. Procedures and politics of exclusion result in unintended consequences that eventually lead to wasted money, time and energy. In order to maximize scarce human and financial resources, all organizations, institutions and citizens need to be included in strategizing about the future and ways to achieve social and economic goals.

The success of good governance will be measured by how far a society is able to improve the quality of life and future prospects of every member, particularly its poorest and most disadvantaged. While remarkable strides have been made in many countries, substantial gaps persist in others that are still grappling with issues of civil-military relations, politician-administrator relations and government-citizen relations, as well as uneven development and, in some cases, profound poverty. Many of these widening gaps can be attributed to the continued existence of fragile social, political and economic institutions. These institutional fabrics need to be strengthened in order to respond to global shifts, regional arrangements and citizen demands. Partnerships among institutions provide access to information, institutional buffer zones and sharing of experiences to increase awareness of shifting trends, potential imbalances and changing demands.

Partnerships occur at the international, national and local levels, among institutions such as universities, non-governmental organizations (NGOs) and community-based organizations, as

well as temporary or virtual organizations, such as international, national and local conferences or dialogues. Continuous communications and cooperation among these organizations at various levels emphasizes the perceived need for sharing experiences, building consensus and accelerating of the speed of interaction. Rapid changes in socio-economic conditions are reflected in the determination to carry on inclusive, cooperative dialogue on emerging issues. Partnerships built upon mutual trust and commitment provide a platform for ongoing dialogue among international, national and local communities concerning peace, development and harmony.

In the spirit of partnership, the United Nations Department of Economic and Social Affairs (UNDESA) participated in the World Conference on Governance, hosted by the Government of the Philippines and organized by the Eastern Regional Organization for Public Administration (EROPA), the Philippine Civil Service Commission and the University of the Philippines' National College of Public Administration and Governance in Manila, from 31 May-4 June 1999. The Conference involved the cooperation of the following organizations: the Asian Development Bank (ADB); the Canadian International Development Agency, the Institute on Governance (IOG, Canada); the International Personnel Management Association (IPMA); the United Nations Development Programme (UNDP); and the World Bank/Economic Development Institute. Each of these organizations was responsible for organizing one half-day segment of the Conference, highlighting key substantive issues in each conceptual area.

The overall theme of the Conference pointed out the growing interest in the major elements of sound and effective governance, such as a sound economic and financial system; broad partnerships between government, business, non-governmental organizations and civil society; and strategic capacity-building or institutions and

human resources. While the ADB and the EDI of the World Bank were responsible for the Public Finance topic and the UNDP and the IPMA were responsible for the Capacity-Building topic, the UNDESA was jointly responsible, with the IOG, for the topic “Building Partnerships for Governance”.

This publication summarizes the proceedings of the plenary session and five related workshops which were organized by UNDESA on the third day of the Conference. It was prepared for publication by the Governance and Public Administration Branch of the Division for Public Economics and Public Administration of

UNDESA. The United Nations appreciates the contributions of the speakers, panellists and rapporteurs who contributing the building blocks for this report. These contributors are acknowledged in the chapters related to the sessions in which they participated, as well as in annexes V and VI, the Programme and List of Participants.

Guido Bertucci

Director

Division for Public Economics and Public Administration

Department of Economic and Social Affairs

Foreword

The Importance of Partnerships for Governance in Communities

The World Conference on Governance represented a “coming out party” for public administration, whereby administrators sought to establish the relevance of government through its partnerships with other institutions, sectors and citizens. The Philippine Civil Service Commission (CSC) includes in its results-oriented strategic planning not only improvement of internal processes but also strengthening macro-parameters in society. Its operations are fully linked in partnerships with the whole government, with the goals of building human resources for good governance—that is, for just and honest governance. Within the promise of delivering “better government”, the CSC inspires its work through the vision of serving citizens in communities as beneficiaries.

Dynamic communities of “engaged citizens” are characterized by common values, shared consensus about the future, cooperative strategies and open discussion. Dysfunctional behaviour involves social and economic isolation. Thus, inclusive and productive partnerships are an important sign of healthy communities. For example, we are familiar with the sayings:

- “No man (sic) is an island.” (John Donne)
- “Don’t ask for whom the bell tolls, it tolls for thee.” (Earnest Hemingway)
- “Power corrupts; absolute power corrupts absolutely.” (Lord Acton)

These quotations call for community through partnerships. People are not solitary human beings; they are fundamentally connected in social, economic and cultural relationships. When these relationships are shared and symmetrical, no one institution, organization or citizen can dominate another; all elements work together. The strategy of partnership embraces all elements in functional communities: the partnership among institutions, the partnership among individuals and peoples, the partnership among organizations.

This report on Partnerships for Governance represents a global discussion of the conditions and elements of successful partnerships. Examples emanate from around the globe. Indeed, there are lessons to be learned from every corner of the globe, as well as from the global partnerships that are increasingly emerging.

President Joseph Ejercito Estrada, at the opening of this World Conference on Governance, noted that, “Government designed for bygone eras cannot cope adequately to the challenges in the run-up to the threshold of the new millennium.” President Estrada noted further that “Governance goes beyond the narrow boundaries of the bureaucracy or the established practices of our branches of government....Government must be both minimalist and interventionist....Governance is about developing partnerships with its people, with its communities, and with its sectors, so that together they may forge a society founded and built on consensus.”

The Secretary-General of the Eastern Regional Organization for Public Administration (EROPA), Patricia Santo Tomas, noted that “Governance in the new century will need more minds, more hearts and more hands than those of government.”

Partnerships represent a cognition that people are not alone, but are members of societies, drawn together for mutual benefit and by mutual trust. We are all interconnected, and it is through partnerships that we express our faith in solving problems and approaching the future through partnerships.

It is through open, transparent and accountable partnerships that we are able to distribute power and influence so that no one institution, no one organization or no one individual can dominate the public agenda. Through the sharing and mutual trust of partnerships we can achieve not only progress for a few but development for all. Partnerships bring all the stakeholders to the table

and require honest and complete negotiations. Partnerships recognize the contributions and rights of all countries, all institutions, all organizations and all people.

We dedicate this report to those people who spend their lives building partnerships, often against impossible odds. But they do not give up. They persevere and meet the challenges of

partnership through greater creativity. Many examples are found within this report. We celebrate these examples and encourage learning from these experiences.

Corazon Alma G. De Leon

Chair

Civil Service Commission of the Philippines

Contents

Preface	iii
Foreword	v
Executive Summary	1
Chapter 1 Introduction: From Government to Governance	3
Chapter 2 Building Partnerships for Good Governance: Global, National and Local	5
Chapter 3 The Role of World Conferences in Developing Global Partnerships ...	9
Chapter 4 The Role of Universities in Promoting Global Partnerships	13
Chapter 5 National Governance Mechanisms Fostering Partnerships	16
Chapter 6 Mobilizing Civil Society for National Partnerships	19
Chapter 7 Building Eco-Partnerships in Local Governance	23
Chapter 8 Conclusion: Partnerships for the 21st Century	26

ANNEXES

Annex 1 Opening Statement by Mr. Guido Bertucci, Director, DPEPA/DESA .	28
Annex 2 Keynote Address by H.E. Mr. Hage Geingob, Prime Minister of Namibia	30
Annex 3 Address by Ms. Leticia Shahani, Former Senator, Philippines Senate .	33
Annex 4 Background Paper	37
Annex 5 Programme	47
Annex 6 List of Participants	53
Annex 7 List of Working Papers	56

Executive Summary

Building partnerships for good governance involves recognizing and including all relevant stakeholders in a community into strategic alliances around goals and tasks. These strategic alliances involve recognition of strengths and weaknesses of the various partners, as well as developing synergies for results-oriented activities. With these active partnerships, the involved institutions, citizens and organizations recognize not only the value of passively receiving benefits from proximity but also the value of assertively seeking out the best of each others' performance possibilities. Cooperative, productive partnerships involve institutions, citizens and organizations.

In this spirit, the United Nations Department of Economic and Social Affairs (UNDESA) participated in the World Conference on Governance, hosted by the Government of the Philippines and organized by the Eastern Regional Organization for Public Administration (EROPA), the Philippine Civil Service Commission and the University of the Philippines' National College of Public Administration and Governance in Manila, from 31 May-4 June 1999. During the Conference, UNDESA organized a half-day programme consisting of a plenary session and five workshops, focusing on the following six themes:

- (1) Building partnerships for governance—global, national and local;
- (2) The role of world conferences in developing global partnerships;
- (3) The role of universities in promoting global partnerships;
- (4) National governance mechanisms fostering partnerships;
- (5) Mobilizing civil society for national partnerships; and
- (6) Building eco-partnerships in local governance.

The proceedings of each of these sessions are

presented briefly in this publication.

Partnerships bring together a variety of stakeholders in society and seek to strengthen the broad civic, political and economic participation of individuals and groups in charting the future of their society. Partnerships contribute to building a strong, independent and dynamic civil society through increasing the capacity of the non-governmental sector while developing the institutional infrastructure vital to its long-term sustainability. Fundamentally, governance activities increase participation, strengthen accountability mechanisms and open channels of communication among people, institutions and organizations.

Building partnerships for governance at all levels from local to global is essential for sustainable human development. These partnerships are both vertical and horizontal. They are vertical in linking global, national and local institutions, processes and people. They are horizontal in linking government, civil society and the private sector at each level. A variety of issues—for example, technological advances, scientific discoveries, ecological interdependencies, population dynamics, natural disasters and emerging norms of good governance—influence all levels of government, all aspects of civil society and private sector activities. Furthermore, these trends are also reflected in the relative importance of partnerships between levels of government and sectors of society and the private sector. Effective governance is characterized by joining in communication, information and joint actions among the various sectors at all levels. Partnership relationships are characterized by five elements:

- Inclusiveness;
- Experience-sharing;
- Strategy;
- Empowerment;
- Consensus-building; and

- Continuous improvement.

With these guidelines, countries and communities can promote partnership-building for good governance in which everyone and every institution and organization participates in shared goals and

activities. This report highlights the role of global conferences, national institutions, local communities, private sector and civil society. All of these and more combine to generate sustainable development.

Chapter 1

Introduction: From Government to Governance

Good governance requires building effective partnerships of institutions and networks to tackle emerging global, national and local issues. This partnership process involves increasingly more participation and interaction among government, private sector and civil society organizations and key stakeholders. Strong partnership relations between government and society promote development and well-being, especially within a framework of the rule of law, which provides a level playing field for social and economic activities. Strong partnerships are characterized by information-sharing, building of trust and consensus and joint commitment to accountability and results. Indeed, the Declaration of the World Summit for Social Development stated that *“Democracy and transparency and accountability of governance and administration in all sectors of society are indispensable foundations for the realization of social and people-centered sustainable development.”*

Globally, efforts to improve governance involves numerous, and sometimes contradictory, trends; such as decentralization and re-centralization, globalization and localization, convergence and fragmentation, nationalization and privatization, regionalization and inter-state alliances, individualism and community consensus. As governments cope with these trends, they are increasingly bringing into the public policy arena citizens, groups, communities and private businesses.

Partnerships bring together a variety of stakeholders in society and seek to strengthen the broad civic, political and economic participation of individuals and groups in charting the future of their society. Partnerships contribute to building a strong, independent and dynamic civil society through increasing the capacity of the non-governmental sector while developing the institutional infrastructure vital to its long-term sustainability. Fundamentally, good governance activities increase participation, strengthen accountability mechanisms and open channels of

communication among people, institutions and organizations.

It is important to note that technological progress and globalization have produced increased diversity and differentiation in every field of activity. In the past, trade unions and cooperatives were the earliest manifestations of civil society and guarantors of industrial democracy, and the focus of voluntary alliances and attempts to voice social and economic needs. However, as a result of growing differentiation trends, there is now a greater number of stakeholders at all levels: global, national, regional and local. These stakeholders are increasingly more vocal and active in making their interests heard. While non-governmental organizations (NGOs) are perhaps the most visible, trends of decentralization, popular worldwide, have created a vast number of local governments whose officials and community participants are more aware of environmental, social and economic inter-relatedness.

The process of good governance is highly participatory, dynamic and engaging; it links people and institutions in complex networks of, for example, policy dialogue, alternative service delivery and accountability. Governance promotes the building of solutions to problems through establishing frameworks to support dialogue and communication. Citizens, NGOs, the private sector and governmental institutions join hands to build innovative solutions to the challenging problems of the 21st century.

In all of these partnerships, it is the government that generally takes the lead role in bringing the stakeholders together. Ultimately, it is the government that is held responsible for governance performance. At the national level, the government is the driver of partnership-building. At the local level, the community council and elected/appointed officials take the lead in strategic planning in a decentralized system. In a centralized system, the national government sets the tone for partnerships, but community-based institutions

may carry out deconcentrated authority. At the international level, many actors compete for leadership, for example, transnational corporations, regional and global powers and strong international NGOs, as well as inter-governmental organizations such as the United Nations and its many partners. Indeed, the United Nations and its Department of Economic and Social Affairs can play a catalytic role in energizing partnerships at all levels through its programmes in governance and public administration, involving projects, conferences, seminars and dissemination of ‘best practice’ experiences.

Effective interactive governance builds from an open and enabling role on the part of the State, as well as transparency and accountability by all partners. Meaningful partnerships require authentic participation, involving sharing of information, organizational learning and joint responsibilities. Transparency in sharing information, learning and responsibility creates a “virtuous cycle” of increasing accountability and trust, thereby building effective, long-term partnerships.

In this spirit of partnership, the United Nations Department of Economic and Social Affairs (UNDESA) participated in the World Conference on Governance, hosted by the Government of the Philippines and organized by the Eastern Regional Organization for Public Administration (EROPA), the Philippine Civil Service Commission and the University of the Philippines’ National College of Public

Administration and Governance in Manila, from 31 May-4 June 1999. The overall theme of the Conference pointed out the growing interest in the major elements of sound and effective governance, such as a sound economic and financial system; broad partnerships between government, business, non-governmental organizations and civil society; and strategic capacity-building or institutions and human resources. UNDESA was responsible for organizing a half-day programme on the topic “Building Partnerships for Governance”. The Department held a plenary session and five related workshops, which were focused on the following six themes:

- (1) Building partnerships for governance— global, national and local;
- (2) The role of world conferences in developing global partnerships;
- (3) The role of universities in promoting global partnerships;
- (4) National governance mechanisms fostering partnerships;
- (5) Mobilizing civil society for national partnerships;
- (6) Building eco-partnerships in local governance.

Chapters 2-7 of this publication summarize the proceedings of each of these sessions.

Chapter 2

Building Partnerships for Good Governance: Global, National and Local

Building partnerships for good governance at all levels from local to global is essential for sustainable human development. These partnerships are both vertical and horizontal. They are vertical in linking global, national and local institutions, processes and people. They are horizontal in linking government, civil society and the private sector at each level. A variety of issues—for example, technological advances, scientific discoveries, ecological interdependencies, population dynamics, natural disasters and emerging norms of good governance—influence all levels of government, all aspects of civil society and private sector activities. Furthermore, these trends are also reflected in the relative importance of partnerships between them. Effective governance is characterized by joining in communication, information and joint actions among the various sectors at all levels.

Governance requires massive numbers of partnerships within a society, as well as within a global context. Organizations and people within global, national and local communities can contribute to “thinking globally and acting locally”. Although there is an infinite mosaic of partnering organizations and people, the plenary session and related workshops organized by the United Nations during the World Conference on Governance focused attention on:

- Sharing consensus on major global themes and partnerships that can implement agreed upon actions;
- National government initiatives for partnership with private sector and civil society organizations;
- Encouraging the many voices of governance at all levels of government and society;
- Highlighting partnerships that contribute to ecological social principles at the city level; and

- Empowering people through effective government, private sector and civil society partnerships.

During the plenary session, the keynote speakers raised issues reflecting their expertise and experience. The Prime Minister of Namibia, H.E. Mr. Hage Geingob, emphasized the exceptional conditions that prevail in countries that have recently experienced acute internal conflict and the primary need for a framework of reconciliation that can help build productive partnerships in governance. Ms. Leticia Shahani, former Philippine Senator, focused on partnerships among the multiple voices in and across levels of governance. Professor Ali Farazmand of Florida Atlantic University addressed the issue of partnerships under the conditions arising in the global environment.

Within the overarching theme of expanding from a focus on government to a wider focus on governance, including civil society and private sector, the plenary session emphasized dimensions of quality in governance institutions, processes and outcomes. The panellists noted that through partnerships, the issue of quality in governance is highlighted. In governance partnerships, there is open discussion of goals, strategies and implementation processes. With a high level of open communication, partners discuss the purpose of partnerships and the value of sharing perspectives and innovations. The total quality of governance is enhanced when there is widespread participation of institutions and citizens. The panellists noted that while building strong partnerships is difficult in conditions of conflict, poverty and isolation, it is exactly these conditions that demand extra efforts to strengthen governance.

Government vs. governance

In his introduction to the plenary session, Mr. Guido Bertucci, Director, Division for Public

Economics and Public Administration of UNDESA, noted that “governance”, rather than being government-led, is a process of managing public affairs in a participatory manner, so that people have a direct and ongoing voice in the making of decisions that affect them, as well as in the process of implementation of the same. By its participatory nature, governance fosters continuous relationships and partnerships among all the members of the society. Although government is one of the mechanisms of governance, a multiplicity of mechanisms and processes are part and parcel of a healthy and sophisticated governance system.

Mr. Bertucci affirmed that partnerships are thus the very essence of governance. In effective management of institutional relationships, isolation and control have given way to linkages and negotiations. The old-style “government” has indeed been replaced by the new “governance”, thereby acknowledging that government does not act alone, but rather in deliberately forged partnerships. These partnerships are wide-ranging, depending upon the goals. Indeed, at the launch of the 21st century, leadership is often defined as the ability to create “vision” that provides the impetus for creating partnerships and the glue for maintaining these partnerships. Governance partnerships are essentially *the* organizational pattern for the future, internationally, regionally, nationally and locally. Mr. Bertucci noted that the United Nations family of organizations uses strategic partnerships in all of its activities.

Mr. Bertucci asserted that governance partnerships include a wide variety of linkages, such as citizen-to-citizen dialogue, government-to-government associations, government-market relations and local communities united in protecting their environments. There is no limit to the needs emanating from circumstances or the creativity of people. Nor is there any limit to the number of hands that can be mutually extended and joined to form effective partnerships.

Further, Mr. Bertucci noted that these partnership strategies are pursued with a focus on the ultimate desirable outcome: increased social and economic

well-being of the people. Strategic alliances have always evolved in social and political life, but the 20th century’s global explosion of information and the “global market economy” have encouraged greater numbers of inter-governmental and inter-sectoral economic alliances. These global trends have also increased the visibility of alliances and strategies, thereby encouraging productive and ethical partnerships. The greatly accelerated pace of change and the complex multiplicity of organizations beg for frameworks for acting rationally within the global environment for understanding future opportunities with hope and optimism.

Post-conflict governance in Namibia

Prime Minister Geingob highlighted the need for commitment to fairness, equity, efficiency and transparency to nurture strong partnerships for governance. Noting that partnerships are essentially voluntary mutual actions towards common objectives, involving all relevant stakeholders, the Prime Minister mentioned that United Nations mediation during Namibia’s election process facilitated the development of trust and cooperation, thereby leading to the possibility of creating authentic partnerships in the post-election period. Transparency and accountability further strengthened levels of trust and cooperation.

In post-conflict environments, there remain many seeds of diversity and dissent, such as *residual* conflicts, that might take the form of ethnic racial intolerance; *perpetual* conflicts, such as those between “haves” and “have-nots”; and *peripheral* conflicts created by global issues, such as global trade, free flow of capital, manipulation of markets and controlling technology transfers. For example, in Namibia, after establishing substantial social tolerance through reconciliation processes, the Government has sought to foster economic empowerment of those who were previously left out of the mainstream of economic life. In order to promote participation of the disadvantaged and to bring about inclusivity in the nation’s economic life, the President established an Economic Advisory Council with its membership drawn from all sections of the

community. Its task is to be an instrument for social and economic emancipation of all Namibians through public sector and private sector partnership.

Furthermore, Prime Minister Geingob noted that Namibia has recognized that rather than one ultimate formula for governance, there needs to be continuous search for new ideas, innovative methods and practical initiatives for adjustment to changing global, national and local trends. This renewal process involves challenging current assumptions through provocative questions, such as: Are all the stakeholders around the table? Are they focused on process or results or both? Has small government become more important than good governance? Are institutions such as the judiciary, the legislature, the civil society and the media sufficiently active in safeguarding the rule of law? These questions remain “on the table” in all societies seeking continuous improvement in governance.

“People power” in the Philippines

Highlighting the need for both dramatic and continuous actions for the sake of good governance, Senator Shahani presented the historic situation of “people power” in the Philippines, in which civil society provided the initiative for a shift to people-centered leadership. In contrast, current conditions in the Philippines require partnerships, linkages and networks among the representatives of the State, civil society and the private sector, in order to keep governance dynamic. The Senator noted that a government must maintain its far-reaching administrative structure without placing itself in a bureaucratic straightjacket, so that it can reach out to people, NGOs and civil society as a whole.

According to Senator Shahani, the State needs to learn how to balance its position as the most powerful sector in the configuration of governance in terms of legal authority and budgetary resources in order to build, not to control, to nurture, not to manipulate a working relationship with its partners. Likewise, civil society organizations need to learn how to use their grassroots

contacts and flexibility to work with government. The private sector also needs to be a responsible partner, not aloof from its social responsibilities and interested only in profit. Among these strategic partners, there must be a covenant of shared vision and shared values for sustainable human development to ensure the successful implementation of programmes and projects. This shared vision is both the impetus to partnership and the result of partnership activities. When stakeholders meet together and discuss issues and strategies, they sort out viewpoints and are able to agree on working definitions of goals and activities. Through these meetings, shared vision is elaborated and operationalized.

Quoting former Philippine President Fidel Valdez Ramos, Senator Shahani compared the development process to the baking of *bibingka*, a native rice cake that is cooked by placing live charcoal simultaneously on top of and below the cake, thereby ensuring proper cooking throughout. Similarly, development benefits from ideas and energy from top-down and bottom-up. The trickle-up movement from the grassroots level matches the top-down approach of government. This dynamic two-way momentum creates a critical mass of enthusiasm, commitment and monitoring of progress.

Through example, Senator Shahani endorsed the concept of United Nations system relationships to diverse institutions of governance within a country. In the case of population policies in the Philippines, the legislative branch set up a foundation called the Philippine Legislators’ Committee on Population and Development (PLCPD) to work with the representatives of the relevant United Nations organizations in the Philippines. The PLCPD and the United Nations worked together to define policies that had not yet been officially endorsed by the executive branch of the government, thereby illustrating the benefits of a multi-faceted approach for policy development.

Conditions for institutional partnerships

Professor Ali Farazmand highlighted six factors

that can influence the emergence and maintenance of governance partnerships:

- Emergence of shared definition of good governance and the processes to achieve the shared definition, conceptually and operationally;
- Process factors influencing the emergence of effective partnerships, including recognition of the responsibilities, rights and limitations of partners, the need to focus on objectives and the relationship to results and the importance of different forms of coordination;
- The need for appropriate guidelines and procedures for handling relationships and potential conflicts, including skills in negotiation and conflict-resolution;
- Obstacles to partnerships, including over-inflated expectations and wide variations in the capacity and resources of partners in relationships;
- The importance of trust in relationships that are essentially voluntary, rather than based on formal hierarchy or market mechanisms, such as contracts;
- Strategies, including adaptive, proactive and accommodating, to name three possibilities, that can be combined over time in long-term relationships.

Professor Farazmand also noted that there are

many opportunities for partnerships among various combinations of citizens, government, NGOs and the private sector. Many partnerships are not contained within one level, but involve partners across two or more levels. Government contributions can be complementary: for example, national funding, regional coordination and local support with implementation. At the grassroots level, NGOs are vital to the current slogans, such as “think globally and act locally”, thereby reflecting linkage between the macro and micro arenas for governance.

Recommendations

Building partnerships for good governance requires:

- Widening the scope of participation to include all relevant stakeholders;
- Finding commonalities and comparing perspectives;
- Linking stakeholders proactively to maximize outcomes and economies of scale;
- Building capacity of all stakeholders and in their inter-relationships;
- Developing mutually-supportive policies, processes and operations; and
- Establishing moving targets of success and measures of approaching success and building on successes.

Chapter 3

The Role of World Conferences in Developing Global Partnerships

Many of the problems and issues facing humankind at the dawn of the 21st century have dramatic global dimensions. Without taking the global dimension seriously, we muddle about solution-hunting at our peril. From global warming to poverty alleviation to economic growth, we are confronted with daunting realities. What happens in one part of the world affects other parts. To use a dramatic local example, the eruption of Mt. Pinatubo in the 1990's led to climate alterations in most parts of the world, as the clouds of soot drifted across whole oceans and affected crops, health and pollution. Current issues of protracted conflict, child soldiers and land mines likewise do not respect national borders. Definitely, partnerships are necessary; for example among government, between public and private sectors and between officials and community individuals and groups. Global issues beget global governance.

The workshop on “The Role of World Conferences in Developing Global Partnerships” was chaired by Professor Ali Farazmand, Florida International University, United States. The panellists included: Mr. Guido Bertucci, Director, Division for Public Economics and Public Administration, United Nations Department of Economic and Social Affairs; Ms. Rosalind Harris, former President of the Conference of Non-Governmental Organizations (CONGO) in Consultative Status with the United Nations Economic and Social Council; Mr. Oscar de Rojas, Interregional Adviser, United Nations Department of Economic and Social Affairs; and Mr. Arata Fujii, Counsellor, Embassy of Japan in Manila. Professor Farazmand served as Rapporteur.

Developing the global governance agenda

Mr. Guido Bertucci began by stating that in the last decade, the major world conferences organized by the United Nations have focused world

attention on some of the most pressing issues of our time—the environment, women, human rights, infrastructure and human settlements, social development and public administration for development. The declarations and programmes of actions generated by these world conferences have laid an historic foundation for future generations. The agendas set forth and agreed to at each of these meetings by the heads of governments not only articulate the highest aspirations of the world community, but also give clear guidance on how governments can design and implement action programmes for reaching these goals, in particular, through mutually reinforcing regional, national and local partnerships.

Mr. Bertucci noted that the six major United Nations conferences of the 1990's taken together, set out an ambitious agenda for action to solve the major global economic and social problems within defined time periods. As conferences of governments, most of the recommendations adopted are directed to governments. Usually, the most taxing issue is whether governments will endorse United Nations conference recommendations and whether the governments will develop national and local policies complementary to the international recommendations. However, a more fundamental issue is whether or not the national and local governments have the human, financial and institutional capacity to implement these recom-

¹ The United Nations Conference on Environment and Development (UNCED), Rio de Janeiro, Brazil, 1992; the World Conference on Human Rights (WCHR), Vienna, Austria, 1993; the International Conference on Population and Development (ICPD), Cairo, Egypt, 1994; the World Summit for Social Development (WSSD), Copenhagen, Denmark, 1995; the Fourth World Conference on Women (FWCW), Beijing, People's Republic of China, 1995; and the Habitat II Conference, Istanbul, Turkey, 1996.

mentations. Moreover, people and organizations in communities need to be aware, knowledgeable and active in support of these recommendations, if we will see the day when “thinking globally” is truly translated into “acting locally”.

Mr. Bertucci reported that the importance of public administration in the realization of the outcomes of these conferences was recognized by the General Assembly in its resolution 50/225, which “recognizes the importance of the major United Nations conferences and urges the development of the necessary capabilities to enable public administration to implement the commitments agreed upon in an affective and coordinated matter” (paragraph 10).

He said that the conferences themselves recognized the importance of effective public administration in the implementation of their recommendations for action. As the preamble to Agenda 21 states: “(Agenda 21’s) successful implementation is first and foremost the responsibility of Governments. National strategies, plans, policies and processes are crucial in achieving this.” It further states that good management that fosters the association of effective, efficient, honest, equitable and accountable public administration with individual rights and opportunities is an essential element for sustainable, broadly based development and sound economic performance at all development levels (paragraph 32). Overall recommendations linking all global conferences are:

- New partnerships with civil society to increase popular participation in decision-making;
- Specific actions to restructure public service to citizen-service-orientation, including reforming management, developing participatory mechanisms, improving coordination and enhancing access to information;
- Inter-linkages—both vertical and horizontal—that open governance systems to coordination and cooperation; and

- An unprecedented system of integrated and coordinated follow-up due to urgency of global issues addressed in the resolutions emanating from the world conferences.

South-South cooperation

South-South cooperation among governments, their non-governmental organizations and people is an essential element of global governance partnerships. Mr. Arata Fujii pointed out that South-South cooperation assists countries to share emerging and persistent issues, as well as region-specific or culture-specific initiatives. Developing and promoting South-South partnership-based cooperation is an effective and cost-efficient mechanism to promote national and local initiatives in good governance.

According to Counsellor Fujii, the advantages of South-South partnership-based cooperation among developing nations, include: similarities among these nations, technology transfer, cost-effectiveness of technological cooperation, development of human resources and focusing on the enabling environment for suitable solutions. Specific strategies involved in Japan’s support of South-South cooperation include:

- Training in Southern hemisphere countries, including technological training, financial and human resource training;
- Facilitating sharing of expertise among developing countries’ cooperation programmes;
- Tri-partite cooperation involving (a) developing countries; (b) international institutions, such as the United Nations; and (c) Japan; and
- Seeking support of new donors from the Southern countries.

Building on Japan’s initiative, the panellists and audience suggested that partnerships between North and South countries, as well as partnerships among developing nations, could link projects to promote good governance. Counsellor Fujii confirmed the willingness of the Japanese govern-

ment to work with developing nations to form partnerships for good governance.

The role of non-governmental organizations

Ms. Rosalind Harris noted that NGOs encourage widespread recognition of issues and initiatives globally, as well as among the global conference participants. Ms. Harris indicated that active participation of NGOs as early as 1968 in the United Nations Conference on Human Resources Development set the stage for long-term involvement of NGOs in the global conference process.

International conferences in the 1960s and 1970s helped to raise consciousness on various issues concerning population, gender and poverty among all peoples and governments around the world. The more recent conferences of the 1980s and 1990s have fostered awareness of all peoples, institutions and governments of the need to form partnerships for analysis and solution of global problems. Two streams of NGOs participated in the evolution to active citizen participation in global issues: (1) the official stream involved delegations from governments, while (2) the unofficial stream welcomed participants without limit to numbers or official position.

The panellists and participants noted that several key characteristics highlight the NGOs role in world conferences: (1) the open forum structure that promotes participation by all without restriction, with examples being the Women's Conferences in Mexico in 1975, Nairobi in 1985 and Beijing in 1995; (2) the importance of global issues such as habitat, science and technology, water, desertification and deforestation; (3) the open discussion of topics without recourse to negotiating rigid resolutions promoted communication and sharing information; (4) inclusivity that embraced all peoples, irrespective of gender, color, race, or national/ethnic background; and (5) diversity in viewpoint concerning the role of NGOs in global, national and local governance processes. Further, it was noted that NGOs have emerged from an earlier dependency on the United Nations umbrella to become global movements.

The role of intergovernmental organizations

Mr. Oscar Rojas discussed the role of intergovernmental organizations (IGOs) in developing global partnerships for governance. While participants pointed out that the final work and responsibility is with governments, IGOs contribute to consensus-building among governmental bodies at the global level. For example, the United Nations General Assembly brings governments together, builds consensus on global issues and adopts resolutions that invite the formation of partnerships for global governance. Second, as formal bodies of international governance, IGOs add a moral persuasion to international issues. Third, within the framework of global conferences, IGOs generate reasonable mandates and commitments that bring moral authority to global actions.

It was further pointed out that the United Nations bodies are the most comprehensive institutions through which many global governance issues can be raised and discussed. The United Nations family of IGOs brings together technical expertise and experience to bear on global issues. Often, partnerships are forged during actual meetings of United Nations organizations. During these meetings, participants negotiate relationships between governments and non-governmental organizations. For example, the United Nations General Assembly with its six sectoral committees provides a fairly level platform in which the perspectives and views of all governments can be heard. The Economic and Social Council (ECOSOC), as well as agencies such as the International Labour Organization (ILO), the World Health Organization (WHO), the Food and Agriculture Organization (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the United Nations Children's Fund (UNICEF), provide a platform for partnership and global consensus-building to promote good governance. The United Nations regional commissions contribute to policy development and monitoring, thereby concretizing global governance strategies at the regional level.

Recommendations

Panellists and participants highlighted several key strategies to strengthen development and implementation of a global policy agenda:

- Strengthen United Nations capacity to support the emergence of global partnerships;
 - Organize United Nations meetings to promote partnerships among governments, academic scholars, private sector, non-governmental organizations and other civil society organizations;
- Promote South-South cooperative partnerships among developing nations themselves; and
 - Involve grassroots organizations, such as rural cooperatives, peasant organizations and urban community organizations, in meetings concerning decisions that affect their lives.

Chapter 4

The Role of Universities in Promoting Global Partnerships

Through their roles as a resource of intellectual capital and as institutions for educating future leaders, universities contribute to the vitality of global partnerships. Academia often plays a catalytic role in focusing national aspirations. Indeed, universities are national treasures, if not global treasures, for the incubation of ideas, innovations, initiatives and experiments. Universities can help to insert institutions into global partnerships, as well as to invent the core “content” around which partnerships are formed. Key issues involve: traditional and innovative mechanisms to promote multi-disciplinary work, twinning arrangements, international educational exchange, association with regional and global academic bodies and participation in strategic development initiatives.

The workshop on “The Role of Universities in Promoting Global Partnerships” was chaired by Dr. Hideo Sato, Acting Director, The Leadership Academy, United Nations University. The panellists were: Dr. Emil Q. Javier, President, University of the Philippines, Dr. Makitaro Hotta, Acting Director, Rits Center for Asia and Pacific Studies, Ritsumeikan University, and Dr. Dino Guerritore, Coordinator of the International Relations Commission, University La Sapienza, Rome. Dr. Sato served as Rapporteur.

University-public service partnership in the Philippines

Dr. Emil Javier emphasized the importance of universities demonstrating effective governance and meaningful contributions to society. In the latter context, Dr. Javier presented the “volunteer service” programme of his university, through which students are sent to various organizations inside and outside the Philippines to provide voluntary service. The programme covers many areas, but especially serves the institutions involved in forestry and natural resources.

Preparing global leaders

Professor Hideo Sato, who spoke on behalf of Professor Hans van Ginkel, United Nations University Rector, emphasized three interrelated tasks of universities:

- To prepare future generations;
- To provide the right kind of education for global governance, which is increasingly necessary in this age of rapid globalization and transnational interdependence; and
- To act as viable institutional players in global partnerships.

Professor Sato noted that universities have a sense of mission and responsibility to prepare future leaders. To provide the right kind of education, universities must develop bodies of knowledge about societies and phenomena beyond their immediate geographical horizons and demonstrate good institutional citizenship in a global environment. The substance of teaching needs to go beyond narrow disciplinary education and emphasize interdisciplinary approaches because no policy problems could be resolved in a mono-disciplinary perspective. Universities also need to encourage class discussions (not one-way lectures), in order to reward creativity, innovation and initiative. Further, universities need to develop internationalized or globalized curricula based on multicultural (not ethnocentric) approaches. Universities that can govern themselves effectively, develop good local governance and provide substantively useful education are good models for effective partnership behaviour.

Professor Sato also noted UNESCO’s UNITWIN (university twinning) Programme and the World Bank Graduate Scholarship Programmes as examples of effective partnerships between

universities and international organizations. He emphasized the fact that the UNU has built-in links with both the United Nations system and the international academic community because it is a United Nations agency and a university at the same time. Participants agreed that the UNU could play a very important role in promoting partnerships between universities and the United Nations system.

Developing governance leaders

Professor Makitaro Hotta emphasized the importance of universities having a clear sense of mission and the need to provide substantively meaningful education by employing new approaches and methodologies, including distance education, among others. University education must offer introductory courses to give broad perspectives as well as basic knowledge and advanced courses to create among students self-reliance, confidence and commitment to the future. In addition to such self-reliance, universities must also teach a sense of responsibility and service to society. This can only be done when universities govern themselves in such a way as to set an example for students. Professor Hotta concluded his presentation by underscoring the following points:

- Universities need to link up in networks or consortia of universities and other educational institutions;
- Universities need to be open to government, industry and the public for two-way communications; and
- Universities need to be open to new categories of students, notably by providing continuing education for working people, special courses for the handicapped and courses taught in foreign languages for international students.

Partnerships between universities and international organizations

Professor Dino Guerritore noted the traditional role of universities in producing and disseminat-

ing knowledge and in providing an intellectual milieu for centuries. The 20th century created challenges requiring adjustments in university roles, notably in Europe. In the first half of the century one saw new partnerships developing between universities in an effort to combat and overcome the new nationalism which had caused the two World Wars. In the second half of the century one saw a new geo-political reality and distribution of power in the international community. Concurrently, scientific and technological knowledge have become an increasingly important factor. However, in view of the complexity of ethical and social problems in the context of cultural diversity, Professor Guerritore noted that human sciences remain just as important as ever.

Further, Professor Guerritore noted that universities need to rise above national interests and ideological conflicts in order to contribute to wider understanding and to solve various problems arising out of economic development, technological progress and environmental degradation. In this context, Professor Guerritore pointed out the importance of universities working hand-in-hand with the United Nations. In line with this philosophy, the University La Sapienza concluded a cooperation agreement with the Department of Economic and Social Affairs.

Recommendations

In view of the rapidly globalizing social, economic, political and technological environments in the world today, universities need to reinforce their mission to educate and prepare future generations capable of effective governance at local, national and global levels. For this purpose, universities are expected to adopt:

- New approaches in educational methodologies, including distance learning;
- Interdisciplinary curricula focused on practical social issues;
- Voluntary activities to expose students to the real world;
- Continuous updating of their teaching materials, making them more transnational

and multicultural in nature, including twinning arrangements, international educational exchange, associations with regional and global academic bodies and participation in a myriad of development activities; and

- Self-governing strategies as a model of good governance, while working harmoniously with local governments and private organizations to resolve issues of their

immediate concern.

These strategies would lead universities to develop meaningful partnerships beneficial to all the parties concerned. Twinning arrangements need to migrate from bilateral to multilateral arrangements, to focus on networking and exchange (students/faculty exchange) programmes and establish joint programmes in research, education and service to society.

Chapter 5

National Governance Mechanisms Fostering Partnerships

Globalization, both through the global economy and through the spread of accessible information, has increased the tendency for some national governments to engage in regional and global partnerships, as well as to increase innovation and productivity through greater citizen initiative. Mechanisms for encouraging citizen participation generally involve increasingly decentralized decision-making, which leads to the need for coordination among levels and units of government, as well as with the private sector and civil society organizations.

The workshop on “National Governance Mechanisms Fostering Partnerships” was chaired by Professor Akira Nakamura, Meiji University. The panellists included: Dr. Leonora Briones, Director of Budget, Ministry of Finance, the Philippines; Mr. Dai Guangqian, Vice-Minister in charge of Civil Servants and Human Resources Development, China; Mr. Sum Manit, State Secretary for Administrative Reform, Cambodia; and Professor John Halligan of the University of Canberra, Australia. Mr. Nakamura served as Rapporteur.

During the 20th century, central government institutions, especially national executives, have been dominant in decision-making and implementation. With the onset of the 21st century, national governments continue to have a “steering function” in national and international development. Nonetheless, many other institutions now share the decision-making arena, and successful strategies generally flow from effective governance partnerships at the national level. In the age of globalization, goods and services move across boundaries, despite national attempts to restrain the flow of transactions. Increasingly, goods and services appear to recognize no national boundaries, nor any government rules and regulations.

Likewise, information has long been one of the major sources of power and influence. Indeed, in

many countries, the central government organization has traditionally controlled the flow of information. Often governments as well as private sector companies have restricted public access to stored data. However, the rise of information technology has altered the flow and availability of information. At the dawn of the 21st century, it is the effective utilization of information, rather than the hoarding of information, that results in effective strategies and successful economies. The panellists in this session noted that governments need to adjust to pressures generated from the rise of globalization and the development of information technology. To the extent that isolationist strategies, economic or social, are not viable, the panellists suggested that government needs to adjust to rapid global changes. Panellists suggested that partnerships could empower governments with wider resources and networks for problem-solving.

The panellists concurred that partnership-building could take two directions. One direction was to seek a horizontal route. In this dimension, the central government would be able to develop working relationships with other public organizations and private groups at the national level. An example would be that a central labour ministry would seek policy collaboration with an industry-wide labour organization to increase the employment rate. A case such as this seemed frequent in many countries. The participants in the panel thought that there should be another pattern. It would be a vertical route. Some panellists held that central-local administrative partnerships would grow to be important in the coming century. Under this configuration, the central government would seek working policy partnerships with local governments and different organizations in various communities. As the following summaries of different presentations testify, these cases were, in fact, abundant in the Australia, Cambodia, China and the Philippines.

Citizen participation in national finance

Dr. Leonora Briones noted that the Philippines Bureau of Treasury had traditionally managed government bonds and notes through issuing them to large stakeholders, namely, major industries. In 1998, the Bureau launched a Small Investors Programme (SIP). With SIP, the Bureau traveled to local communities to encourage residents to purchase government bonds and notes. According to Dr. Briones, the programme has two purposes. The first is to promote savings among the Filipino public, while the second is to increase the national government funds. In Dr. Briones' opinion, SIP has become one of the best examples of public-private partnership-building in the country.

Human resources development

Mr. Dai Guangqian noted that as China moves to a "planned market economy", human resources management has become increasingly essential. Technical and professional human resources had been regarded as the engine for development in the 21st century. Mr. Dai noted that these professionals were popularly known as persons of "talent" in China. He argued that one of the major issues for the country is to seek partnerships with these professional groups. In his opinion, China's economic advancement will depend on the extent to which the country is able to integrate these talented people into China's human resources management. This being the main issue, he prescribed that Chinese personnel management would need to become compatible with the market-enabling model. Mr. Dai believed that partnership-building between the public and private sectors in personnel development would become essential for Chinese future development.

Restoration of national governance structures

Mr. Sum Manit noted that Cambodia continues to face challenges as a post-war country and as a nation in transition to a market economy. The emerging governance milieu requires strengthened and integrated government partnerships and modern modalities of government engagement with the private sector

and civil society. The national framework for improving governance includes: establishment of legal frameworks, enforcement of rule of law and increased cooperation between the government and civil society. While strengthening the government administration, reform of government aims to reduce and redirect the role of government to policy-making and policy-steering. In a post-conflict situation, Cambodia emphasizes both stability and change. Stability is required to restart development processes, while change is required to keep Cambodia competitive and active in a dynamic regional and global economy. The government emphasizes strengthening administration while also strengthening its partners, the private sector and civil society.

The initiating role of national government

Professor John Halligan noted that within the interface among government, private sector and civil society, the role of the national government could define the possible interactions, encouraging either a wider or a more limited involvement. He pointed out that the quality of national government, that is, the performance of public institutions and public servants, directly affects the strength of national governance. Without sufficient encouragement, such as an enabling environment and legal framework, private sector and civil society organizations may not partner with national government initiatives, in order to lead to synergies in economic and social development. Although much capacity and responsibility rests in the private sector and civil society organizations, it is often within the national government that initiative for partnership resides. Through strong policies and programmes of inclusion, decentralization, coordination and participation, national governments can ensure mobilization of national energy and human capital for economic and social development.

Professor Halligan illustrated these issues in the context of decentralization in Australia. He noted that the state government sought policy collaborations with local governments in areas such as community and regional development.

Transparency, accountability and participation

Mr. Akira Nakamura argued that governance has to be based on management with transparency, accountability and participation (TAP). He felt that TAP would be the hallmark of modern government. Mr. Nakamura noted that, in many countries, government still tends to be secretive. In the coming century, under the new governance model, Mr. Nakamura believed that these common and traditional patterns of public administration would be ameliorated. Government would be open and, at the same time, would increase citizen and private sector participation in the promotion of public goods. Through these means, government would be able to improve its public accountability.

Recommendations

Mechanisms to foster partnerships by the national governments which were recommended include:

- Strengthening policy development, leadership and steering processes, with inclusion of partners from the private sector and non-governmental organizations;
- Building networks for sharing information, expertise and experience, as well as for strengthening transparency, accountability and participation (TAP);
- Establishing productive linkages between global level processes and local citizens;
- Scanning, through increasingly sensitive means, rapidly changing global and regional trends to widen the relevant context of national government; and
- Initiating partnerships, both vertically and horizontally, taking advantage of information technology linkages.

Chapter 6

Mobilizing Civil Society for National Partnerships

Good governance partnerships require inclusion of civil society organizations along with government institutions and private sector organizations. Multidimensional sharing of information and perspectives through public dialogue supports the development of shared visions. Social consensus emerges through mutual interaction, shared appreciation and joint participation in national and local initiatives especially for economic development. Through policy dialogues, people and organizations develop commitment to working together.

The workshop was chaired by Ms. Jeanne-Marie Col, Interregional Adviser, Division for Public Economics and Public Administration of the United Nations Department of Economic and Social Affairs. The panellists included: Senator Miriam Defensor-Santiago of the Philippines; Mr. Christopher Gotanco, President of Anglo-Philippine Holdings Corporation; and Professor Francis Delpérée of the Catholic University of Louvain in Belgium. Ms. Col served as rapporteur.

Civil society empowerment involves sharing of individual, institutional and organizational perspectives within an action framework. The behaviour of citizens and leaders who serve as stewards of the values and strategies developed within this framework vary from the most passive to the most active: (1) awareness, (2) involvement and (3) initiative. Citizens can exert initiative over actions that they control; they can influence elements of organizational life and through direct and indirect representation, the actions of governments at all levels. They can also be aware of factors in their context that can be brought into active domains. Opportunities for civil society involvement include both interest group politics and consultative institutions, such as policy conferences, leadership summit meetings and community consultations. Citizens can be aware of partnerships, participate in and benefit from them

and even initiate them. When citizens are active in building partnerships, good governance is more likely to evolve towards relevant and effective policies and implementation.

Empowerment of civil society further entails facilitation and encouragement of civil society organizations as platforms for individual participation in policy dialogues and access to means to communicate views and perspectives. These civil society organizations institutionalize and give voice to public concerns. Under optimal governance conditions, public institutions welcome initiatives and feedback from citizens and respond actively to their needs and viewpoints. Although lively public dialogue can be time-consuming, the agreement and commitment that results ensures sustainability of public policies and programmes. In some cases, public dialogue is an “investment” in social cohesion and dynamic economic development.

When roles and tasks are not monopolized but shared between central and non-central public and private/civil society sectors, greater accountability is achievable. When tasks are performed by a monopoly, usually centralized, services are delivered at higher costs, with less efficiency and within a less accountable framework. By referring to roles and tasks, the administrative design framework becomes both concrete and dynamic. It is concrete because it directly relates tasks to organizations or institutions. It is dynamic, because it notes that roles can change over time and be managed by different organizations, institutions or combinations of them. Distribution of tasks to local governments, the private sector and/or civil society organizations requires significant capacity for policy development and implementation.

A strong center, with a relevant enabling environment, is a prerequisite to meaningful and effective spatial and sectoral devolution. Obstacles that im-

pede decentralization include poor coordination and monitoring, as well as non-functioning regulatory and feedback frameworks. Currently, many governments are experimenting with decentralization strategies, most notably in the areas of development planning and service delivery. The great variety in experiments makes fertile ground for international exchange of experience and expertise, particularly through South-to-South cooperation.

Within a governance context, public institutions play a key role in providing mechanisms for sharing of information and coordinating activities. In their role of “representing the future to the present”, public institutions embody the agreed-upon development vision of the society and provide a platform for cooperation and coordination. An enabling bureaucracy facilitates community initiatives to respond to real contingencies that emerge in the course of everyday life.

Citizen participation in community consensus-building

Senator Miriam Defensor-Santiago presented an example of how civil society and the business sector have been able to participate in the government-led social and economic planning process steered by the National Economic Development Authority (NEDA). She said, “governments profit from consensus-building, particularly in development planning, because agreement by stakeholders is vital to successful implementation.”

Senator Defensor-Santiago noted the widespread fiscal constraints and economic problems in the 1980s, the trends of liberalization and globalization, as well as the emergence of a practical framework of decentralization. A new concept of governance is “anchored in consensus, collective choice, shared responsibility and on the fundamental solutions of accountability, transparency, predictability and participation”. The Senator proposed that consensus-building is the basis of governance, problem-solving and management of conflicts. In presenting the case of the development planning process, the National Economic

Development Authority (NEDA) brings civil society and the private sector into consensus-building and conflict-management. As the leading planning agency of the Philippines, NEDA coordinates inputs to the national development plans. Several major points regarding this case are essential:

- Participative development planning responded to “the people power revolution” that helped to end the Marcos administration;
- The planning documents generated through this process, namely the Medium-Term Development Plan and the Medium-Term Investment Plan, are then reviewed and passed by national legislative resolution, thereby guaranteeing political support;
- Core planning agencies lead a focused, but people-friendly process involving key stakeholders, experts, representatives of major interests, advocacy groups, as well as marginalized members of society;
- Task skills are combined with people and negotiation skills;
- Regional planning processes are supported.

Senator Defensor-Santiago concluded that this inclusive, people-friendly development planning process contributes to communication and poverty alleviation that is needed to promote peace. Furthermore, these consensus-building strategies lead to establishing intersectoral trust.

Corporate governance and social responsibility

Mr. Christopher Gotanco shared a recent experience in which, after negotiating a water project with local officials, it was discovered necessary to involve also civil society organizations in the dialogue. Mr. Gotanco said “corporate involvement in social and environmental problems relates directly to creating and maintaining environments conducive to long-term social stability and commercial success. Mr. Gotanco presented a case based on the experience of multinational business alliance

advocating a water supply project in the province of Bohol in the Philippines, based on the Build-Operate-Transfer (BOT) concept. This case illustrates how the relationship between the State, business and civil society has changed from adversarial to collaborative. The project was designed to use run-off water from a major river system in the province and aimed to produce safe water for sale to areas in the province and a neighboring island metropolis through an underwater pipeline.

While initially focusing on technical and financial aspects of the project, as well as agreement with local political leadership, a significant distrust of the project emerged from various community-based organizations (CBOs). This atmosphere of distrust was alleviated through linking up with civil society organizations to address concerns for social acceptance, project sustainability and basic equity. The identified non-governmental organization was given the task of explaining the project to the populace and gathering community sentiments so that the project could address their needs without sacrificing its long-term viability. The particular NGO was chosen because it held a neutral position concerning the project and enjoyed the trust and confidence of the affected communities.

Mr. Gotanco noted that business engagement with community organizations is a win-win situation whereby improving the quality of life in the communities would be strategic for both the target beneficiaries and private sector companies.

Bottom-up and top-down combination

Professor Francis Delpérée noted the opportunities to integrate the “top-down” and “bottom-up” approaches into viable development strategies. Senator Leticia Shahani mentioned this bi-directional relationship in the plenary when she shared the “*bibinka* approach” promoted by the Ramos administration in which state-generated plans were integrated with corresponding grass-roots initiatives.

Professor Delpérée noted five important elements in the bottom-up perspective:

- Citizens’ political rights under transparent rule of law;
- Civil society and private sector organizations contributing to social and economic development;
- Negotiation among organizations and sectors, including the government, concerning task roles and rules of conduct;
- Implementation by many stakeholders while a consortium or independent source monitors equity and equality; and
- Monitoring of performance by key stakeholders in government, the private sector and civil society.

Widespread participation in governance processes results in more sustainable social and economic development for the widest range of citizens. Partnerships involving civil society are initiated by a government or a private sector firm (top-down), as well as from civil society (bottom-up). This panel brought together panellists representing three different sectors: government, academia and the private sector. Each panellist illustrated an aspect of key partnerships among their institutions and with citizens. All panellists agreed that government’s role in society was evolving to encourage greater participation and coordination of private sector and civil society organizations. Throughout their presentations, the panellists emphasized the importance of nurturing increased confidence and trust among the various organizations.

Recommendations

- Governance is everyone’s affair and needs to be carried out in a dialogue format;
- Decentralized and participatory development planning promotes consensus-building and conflict-management;
- Representative democracy in legislatures, both national and local, and within a broadened democratic space, needs to be supplemented by continuous citizen participation (more direct democracy) in

- planning, operations and evaluation in order to promote more sustainable development;
- “Community impact analysis” processes, especially those which involve community members themselves, need to be encouraged;
 - Mutual compatibility between productive government, the profit motive in the private sector and social benefits for all citizens should be promoted;
- Collaborative relations that contribute to developing “common ground” to promote sustainable development with equity should be facilitated; and
 - Mutual understanding, agreement and trust, built up over the long term through working relationships, are the most important ingredients for governance success.

Chapter 7

Building Eco-Partnership for Local Governance

The recently held Eco-Partnership World Conference in Tokyo, jointly organized by the Tokyo Metropolitan Government (TMG) and the United Nations, emphasized the need for leaders of cities of the world to exchange experiences of best practices and lessons learned and to strengthen partnership amongst themselves, on the one hand, and partnership between government, the private sector and NGOs, on the other, for promoting an environmentally sound society. This workshop on “Building Eco-Partnership in Local Governance” was a follow-up of the Tokyo Conference, which aimed at providing a forum for mayors, business leaders, NGO representatives, including women and other stakeholders, to consider various mechanisms for cooperation and partnership-building in local environmental governance, such as public-private partnership, creative national-local relationships, integrated policy-making approaches and the increased role of women in environmental governance. This working group also provided an opportunity for mayors from Africa and Asia to consider various mechanisms for South-South cooperation in local environmental governance.

The workshop was chaired by Ms. Itoko Suzuki, Chief, Governance and Public Administration Branch of the United Nations Department of Economic and Social Development. The panellists included: Ms. Angela Mawle, Coordinator, Gender 21; Mr. Samuel W. Mbugua, Mayor of Nairobi; Mr. Tsuneyuki Ueki, General Manager, Corporate Planning Office, Ebara Corporation, Tokyo, Japan; and Mr. Shin Yamamoto, Director, International Affairs Division, Tokyo Metropolitan Government. Mr. Zakaria Ahmad, Chief Administrator of the Asian and Pacific Development Center, served as rapporteur.

The Eco-Partnership Tokyo Conference

Mr. Shin Yamamoto shared the Tokyo Metropolitan Government’s experiences in creating an “Eco-Society”. The Eco-Society movement,

which was exemplified in the Eco-Partnership Tokyo Conference, seeks ways to bring people’s lifestyles into harmony with nature’s ecological systems and eliminate current systems that place a burden on the environment. This movement seeks to create a foundation for building a sustainable city and society by discussing issues such as urban waste management; urban transportation; water, natural resources and energy conservation; and environmental education. During the Eco-Partnership Conference, TMG also served as secretariat to a Mayors’ Forum, which centered on the affiliated cities of the Summit Conference of Major Cities of the world and the large cities of Asia and Africa. The Conference led to the formulation of the Tokyo Declaration, which established guidelines for harmony between cities and their environment.

Mr. Yamamoto also outlined some of the follow-up activities being undertaken by TMG in collaboration with the United Nations, such as “Road Map”, an Internet search engine, and a series of eco-partnership training activities, including The Africa-Asia Eco-Partnership Programmes, to be held in July 1999 in Bangkok and Tokyo, and November 1999 in Kuala Lumpur; and the 25th Japan-American Conference for Mayors and Chamber of Commerce Presidents to be held in November 1999 in Kita Kyushu City, Japan. In addition, TMG will establish a Tokyo International Cooperation Association (TICA) to promote the spirit of eco-partnership with citizens, NGOs and the private sector. Mr. Yamamoto noted the TMG’s facilities and specialized knowledge for training. Study tours will include waste treatment plants, treatment research centers, the role of transportation in densely populated inter-city regions and sewage water recycling systems.

City government

Mayor Samuel Mbugua emphasized that the Nairobi City Council encourages a participatory approach in solving it problems. The Council is

composed of both elected and nominated members. The business community participates in city improvement programmes. Neighborhood associations supplement the City Council's efforts in uplifting the standard of cleanliness, security and other services required by the city dwellers. The concept of "Nairobi for Nairobian" was promoted to get the people involved in the problem-solving processes that affect their home and business premises. He concluded that "community participation and partnership-building would remain key factors in mobilizing human and material resources in our cities."

Empowering women in environmental governance

Ms. Angela Mawle noted that women comprise about 70% of the world's poor, yet they receive just 10% of the world's income, they own less than 1% of the world's property, they work longer hours than men, and their global non-monetized invisible contribution amounts to about 11 trillion US dollars a year. Further, Ms. Mawle noted global initiatives and movements for gender equality: for example, the 1989 UN-adopted Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW); Eco-feminism; the setting up of the Commission on the Status of Women (CSW), Women's Congress for a Healthy Planet, Women's Environmental Network, the Nairobi Forward-looking Strategies and conventions of the ILO and UNESCO.

Ms. Mawle noted that despite these efforts, women are still faced with two major outstanding issues impeding the liberation of humankind: the secondary status of women and the sexual objectification of women. Likewise, Ms. Mawle emphasized that "bureaucracies" in the world currently discourage involvement of women in decision-making. Nevertheless, women have assumed a very important role in human development and are substantially involved in environmental issues. In a most important mission, women encourage, by their thrifty example, future generations of children to conserve earth's limited energy and to seek innovative ways of recycling. Women are both key consumers and resource

managers. While women have gained some prominence in decision-making at the community level, they should be encouraged to contribute at national, regional and global levels. Ms. Mawle also emphasized Chapter 24 of Agenda 21, which states: "Effective implementation of these programmes will depend on the active involvement of women in economic and political decision-making."

On the issue of empowering women in local government eco-partnerships, Ms. Mawle proposed that local authorities:

- Seek out women who are influential in their communities;
- Conduct frequent meetings and dialogues with women;
- Encourage women as community advocates, e.g., as consultants, liaison officers or community leaders;
- Support care-giving roles of women, especially in relation to children, the elderly and the infirm; and
- Demilitarize civic offices, officers and processes, in order to encourage more peaceful, conflict-resolution styles of communication and interaction.

Ms. Mawle cited the success of women's groups in Canada who lobbied against a bleaching product of Proctor & Gamble. The women recognized this product as a pollutant and fought against its use in communities. Eventually, the women's lobbying activities resulted in the company withdrawing the commodity from grocery shelves. In conclusion, she proposed that women should not be afraid to articulate their perspectives and their demands, lobby for the environment and participate in decision-making.

The private sector's role in partnerships for building eco-cities

Mr. Tsuneyuki Ueki highlighted the participation of the business sector in promoting environmentally sound societies. He cited the role of zero emission (ZE) technologies and training or know-

how transfers in this regard and mentioned the experiences of various private corporations, e.g., Fuji, Xerox and some 1,632 other Japanese companies (which qualified with ISO 14000 certification) in “zero waste management and recycling”.

Mr. Ueki differentiated zero emission technologies from conventional environmental technologies based on Life Cycle Assessment (LCA), using both quantitative and qualitative analyses. Citing an LCA analysis applied to solid waste treatment systems, Mr. Ueki showed that the gasification combustion, chemical recycling and ash melting system, an advanced waste treatment technology (zero emission), has lower environmental impacts compared with the waste incineration system of a generator. The former showed more favorable effects, in terms of lower emission of greenhouse gases, reduced consumption of non-reusable resources and reduced emission of acid rain pollutants. Thus, he inferred that the gasification system is a highly effective technology for the realization of a ZE society.

Although the private sector in developed countries is increasingly committed to ZE, Mr. Ueki elaborated more tasks and challenges ahead in promoting eco-cities with ZE. Among these are the following:

- Further technology development and the utilization of reusable and alternative energy;
- Formation of industrial clusters and optimum combination of industrial sectors;
- Creation and organization of social frameworks which support the ZE system, e.g., laws and regulations, taxes and incentives, paradigm change of people and environmental education;
- Application of LCA to whole social systems;

and

- International cooperation.

Recommendations

Among the issues and concerns raised were:

- The need for networks and linkages beyond the eleven major cities of the world;
- The need for mayors, NGOs, NPOs, businesses, women and government to continuously work together to develop eco-cities;
- The need for all stakeholders to be involved in policy-making and implementation;
- The need for the private sector to be more assertive in standing up to hierarchy and power in societies;
- The need for everyone to realize that they have a role to play in promoting eco-governance.

Upon the suggestion of Akua Sena Dansua, District Chief Executive of Kpando District Assembly, Ghana, a network called “Eco-Earth” was initiated as a result of this workshop. A web page will be developed by Tokyo Metropolitan Government on behalf of both the United Nations and TMG.

Building eco-partnerships in local governance needs to be a continuous process. With this workshop as a first follow-up of the Eco-Partnership Tokyo Conference, Ms. Suzuki, United Nations representative, announced that programmes will follow, particularly for Mayors of African and Asian cities. The proposed web site, “Eco-Earth”, will not only facilitate necessary information exchange, but also facilitate participants’ efforts to promote eco-societies.

Chapter 8

Conclusion: Partnerships for the 21st Century

Participants agreed that good governance involves strategic partnerships including all relevant stakeholders in a community in order to develop synergies for results-oriented activities. Institutions, citizens and organizations recognize the value of seeking out the best of each others' performance possibilities.

Partnership relationships are characterized by six elements:

- **Inclusiveness:** widening the scope of participation to include all relevant stakeholders;
- **Experience-sharing:** finding commonalities and comparing perspectives;
- **Strategy:** linking stakeholders proactively to maximize outcomes and economies of scale;
- **Empowerment:** building capacity of all stakeholders and in their interrelationships;
- **Consensus-building:** developing mutually-supportive policies, processes and operations;
- **Continuous improvement:** establishing moving targets of success and measures of approaching success and building on successes.

Building partnerships for governance at all levels from local to global is essential for sustainable human development. These partnerships are both vertical and horizontal. They are vertical in linking global, national and local institutions, processes and people. They are horizontal in linking government, civil society and the private sector at each level. A variety of issues—for example, technological advances, scientific discoveries, ecological interdependencies, population dynamics, natural disasters and emerging norms of good governance—influence all levels of government, all aspects of civil society and private sector activities. Furthermore, these trends are also reflected in the relative importance of partnerships between levels of government and

sectors of society and the private sector. Effective governance is characterized by joining in communication, information and joint actions among the various sectors at all levels.

Although these actions are challenging, we can afford to do no less. The more we leave to chance, the more vulnerable are our societies to the vagaries and blowing winds of change. What are key questions to be asked?

- **All together in optimal consensus.** Are all relevant institutions, organizations and individuals participating in joint initiatives? Is anyone or any idea being left out? Can we tolerate the cacophony of complexity in order to achieve the effectiveness of development and progress?
- **Open, transparent and accountable.** Are we openly and transparently planning and operating in a manner in which we are holding each other accountable for results for the society, most importantly the social and economic well-being of the people in the future?
- **Co-operating and sharing in an environment of mutual trust.** Are we discussing similarities and differences so as to develop mutual understanding of perspectives, as well as strengths and weaknesses in contributing to solutions? Are we joining efforts to complement each other's efforts?
- **Learning by doing.** Are we learning from the successes and shortcomings of our joint actions? Are we discussing strengths, weaknesses, opportunities and threats for the future of our citizens? Are we involving all citizens in these discussions in order to enable and empower them to take actions for their future?
- **Strategic development.** Are we building partnerships assertively, confidently and passionately or are we waiting passively for opportunities to come to us? Are we reacting to the

initiatives of stronger institutions or organizations? Are we acting responsibly on behalf of the society, the citizens and the future?

- **Looking to the future.** Answers to these questions might help us to understand the nature of constructive partnerships for good governance in the 21st century. We need to ponder these questions.

With these questions and guidelines, countries

and communities can promote partnership-building for good governance, in which everyone and every institution and organization participates in shared goals and activities. The report highlights the role of global conferences, national institutions, local communities, private sector and civil society. All of these and more combine to generate sustainable development.

Annex 1

Opening Statement by Mr. Guido Bertucci

*Director, Division for Public Economics and Public Administration,
United Nations Department of Economic and Social Affairs*

Ladies and gentlemen,

The theme of the Conference which has brought all of us here this week, is “From Government to Governance”. Government has been along the centuries the basic mechanism to manage a country’s affairs. A democratic government operates on the basis of the principle of representation, through which people pass the responsibility for decision-making to their elected representatives and to the organs of the State. Once this responsibility is passed, people somehow become disconnected from the decision-making process until the next opportunity to either renew or withdraw the decision-making mandate at election time.

Governance, instead, is a method of managing public affairs in a participatory manner, so that people may have a direct and ongoing voice in the making of the decisions that affect them, as well as in the process of implementation of the same. By its participatory nature, governance fosters continuous relationships and partnerships among all the members of the society. Although government is one of the mechanisms of governance, a multiplicity of mechanisms and processes are part and parcel of a healthy and sophisticated governance system.

Partnerships are thus at the very essence of governance. In effective management of institutional relationships, isolation and control have given way to linkages and negotiations. The old-style “government” has been replaced by “governance”, thereby acknowledging that government does not act alone, but rather in deliberately forged partnerships. These partnerships are wide-ranging, depending upon the goals. Indeed, at the launch of the 21st century, leadership is often defined as the ability to create “vision” that provides the impetus for creating partnerships and the glue for maintaining them. “Governance partnerships” are essentially *the* organizational pattern for the future,

internationally, regionally, nationally and locally.

This morning, it gives me great pleasure to launch Session Three of this Conference, specifically dealing with “Building Partnerships for Governance”. The United Nations Department of Economic and Social Affairs, as well as other organizations within the United Nations family, uses partnership strategies in all their activities. Indeed, the United Nations family partners with other international and regional organizations, such as EROPA and ADB; with national governments, such as that of the Philippines, our host for this meeting; with NGOs, such as the Institute on Governance of Canada, today’s United Nations partner for this topic; and even local good governance groups, such as the Galling Pook Awards Foundation, which has helped to identify some of the “best practices” highlighted in this Conference.

Citizens and institutions are tied together in a common future. Like Russian dolls, the various layers of governance are interrelated through opportunity and interdependency. Only through recognition, respect and relationship can institutions and their constituent citizens play fully the social, economic, political and administrative roles which will contribute to a productive and sustainable future. By joining together in the ambitious quest for peace and development, citizens can build partnerships of confidence.

These partnerships include a wide variety of linkages, such as citizen-to-citizen dialogue, government-to-government associations, government-market relations and local communities united in protecting their environments. There is no limit to the needs emanating circumstances or the creativity of people. Nor is there a limit to the number of hands that can be mutually extended and joined to form effective partnerships.

We pursue these partnership strategies with our

eyes on the prize: increased social and economic well-being of the people. Strategic alliances have always evolved in social and political life, but the 20th century's global explosion of information and the "global market economy" have encouraged greater numbers of intergovernmental and intersectoral economic alliances. The greatly accelerated pace of change and the complex multiplicity of organizations beg for frameworks for acting rationally within the global environment and for understanding the future opportunities with hope and optimism.

Governance requires massive numbers of partnerships within a society, as well as within the global context. With the above principles in mind, the organizations within global, national and local communities can contribute to "thinking globally and acting locally". Although there is an infinite mosaic of partnering organizations and people, this panel and the following workshops will concentrate on:

- Sharing consensus on major global themes and partnerships that can implement agreed upon actions;
- Leadership by national government initiatives for partnership with private sector and civil society organizations;
- Encouraging the many voices of governance at all levels of government and society;
- Highlighting partnerships that contribute to eco-society principles at the city level; and
- Empowering people through effective government, private sector and civil society partnerships.

It is with this perspective in mind that I invite you to partake in this discussion on partnerships in governance, and hope that new perceptions, new understanding, and many exciting and effective partnerships for governance result from these discussions.

Annex II

Keynote Address by H.E. Mr. Hage Geingob

Prime Minister of Namibia

Chairman of the EROPA Executive Council, Secretary-General of EROPA, Chairman of the Organizing Committee, members of the Executive Council, ladies and gentlemen,

Last time I had come to this beautiful country, some twenty years ago, as the representative of Namibia's liberation movement, SWAPO. But, today, I proudly stand before you as the first Prime Minister of independent Namibia. I must say that when I arrived here yesterday, I was pleasantly surprised to see so much development taking place here. However, I also could not help but notice that contact between Asia and Africa has not grown as much as one would have thought in this age of globalization. This feeling, I learned, was also shared by our Filipino friends. We need better contact between our two continents and our two countries. I am therefore very pleased to be here in an effort to improve contact across the Indian Ocean.

Of course, Namibia is the child of international solidarity. In our struggle for freedom, we were greatly supported by the United Nations and many other countries that you represent here. I thank you for this support. I thank His Excellency the President of the Philippines, and through him the people of the Philippines, for this country's steadfast support during the difficult years of our struggle for liberation. I also take this opportunity to congratulate the Philippines Civil Service on the occasion of the celebration of the centennial of its founding.

Keeping in view that Namibia became free after a long and bitter struggle against the apartheid regime, we have built up some knowledge about establishing and maintaining good government in post-conflict situations. I was therefore very pleased to accept Mr. Bertucci's invitation to focus on this specific theme for this Conference. It is one thing to gain independence, but another to create a culture of service to people. This can be done only by creating conditions for good

governance through transparency, accountability and commitment to service to people in partnership with other stakeholders.

As we talk about post-conflict situations, certain images of conflicts come to mind. These images are mostly the images of civil wars, of liberation wars and of cross-border conflicts. However, that would be too narrow a perception of conflicts. We must also take into account conflicts manifesting themselves as a result of citizens seeking emancipation from dictatorships, misrule or state violence.

Governments coming to power in post-conflict environments have to deal with not only the vestiges of conflict, such as damage done to infrastructure, etc., but also *residual conflicts*, that might take the form of ethnic or racial intolerance; *perpetual conflicts*, such as those between haves and have nots; and *peripheral conflicts* created by global issues such as global trade, free flow of capital, manipulation of markets and controlling technology transfer. Thus, one could argue that there are no *absolute* post-conflict situations. One could also argue that some of these conflicts, such as ethnic and racial tensions, have the potential of becoming full-blown conflicts.

Indeed, all of these conflicts pose unique challenges for governments striving to establish and maintain good governance in "post-conflict" situations. Namibia became independent after many years of conflict, and therefore we have some experience in facing the challenges of good governance in a post-conflict era.

In order to establish and sustain good governance in a post-conflict situation, two important inter-linked issues need to be addressed: consolidating peace; and promoting and sustaining government mechanisms that are responsive to the needs and expectations of the citizens.

In an early post-conflict environment, political

leadership has the responsibility of consolidating peace by creating a win-win environment for all those who were party to the conflict. This requires that victor/vanquished perceptions give way to a sense of togetherness. There must be a strong element of inclusivity to give all parties a sense of belonging.

To illustrate this point, long years of Namibians' struggle against colonialism had pitched brothers against brothers, sons against fathers and whites against blacks. Our first task after independence was therefore to heal the wounds of war. We did that by adopting a policy of reconciliation. It seems to have worked for us in reducing residual conflict at the social level. There is now a great deal of tolerance between communities and between races. However, the task is far from complete. Social tolerance will be short-lived unless it is supplemented by reconciliation on the economic front by economic empowerment of those who were left out of the mainstream of economic life, who in our case have mostly been the blacks.

In order to promote participation of the disadvantaged and to bring about inclusivity in the nation's economic life, we decided to form a President's Economic Advisory Council with its membership drawn from all sections of the community. Its task is to be an instrument for social and economic emancipation of all Namibians through public sector and private sector partnership. Within the Council there is a growing recognition of the need for inclusivity and smart partnership between the various stakeholders. The most important element is the recognition of the importance of talking with one's adversaries. One doesn't make peace with friends; one makes peace with one's enemies.

That is why one should not say that one would never talk with the terrorists, as apartheid South Africa used to say. In the end, of course, South Africa had to sign a peace agreement with SWAPO. Ultimately, resolution of any conflict requires that antagonists sit down and resolve their differences.

Our commitment to inclusivity also found mani-

festation in the process of drafting the country's Constitution. Genuine commitment to inclusivity ensured a spirit of give and take. Consequently, within three months we were able to draft a consensus Constitution that is regarded as one of the most liberal in Africa, if not in the world.

The process of drafting the Constitution was thus an opportunity to create a win-win situation that strengthened mutual trust and respect between all the parties.

Consolidation of peace also requires that we have non-violent mechanisms for letting off steam and for expressing our disagreement with the government. A free media and a strong civil society are essential elements of such mechanisms. In Namibia, freedom of expression, of the media and of association are guaranteed. This provision has ensured our having a vibrant and free media, and civic organizations that are becoming quite strong.

Further, promotion of inclusivity requires that mechanisms exist for the citizens to participate in political and developmental processes. Namibia is a sparsely populated unitary State, but we already have regional governments that provide a very useful interface between people's needs and expectations and the delivery of services. We are now in the process of institutionalizing this interface through the decentralization of some activities, so that the communities might participate in the planning of development in their regions. Decentralization will also shift the emphasis from top-down to bottom-up policy initiatives in addressing regional developmental issues.

Most importantly, women's role needs to be emphasized to enhance participation of citizens in national life. As regards women's participation in political processes, many countries face difficulties because not enough women join politics due to cultural and social constraints. Any country that marginalizes 50% of its population is undermining itself. Recognizing the importance of women's participation in the developmental process, we in Namibia decided to "force" the issue by passing legislation stating that at least

33% of the candidates put forward by each political party for local government elections must be women. The end result has been most

our intention to raise the participation of women to 50% at all levels in the not too distant future.

It is my view that consolidation of peace in a post-conflict environment is the most urgent need. Success of this effort requires that there be a genuine commitment to inclusivity.

Further, there seems to be a consensus that good governance means democracy, open markets, small governments, anti-corruption initiatives, etc. However, it would be wrong for us to think that we have found the ultimate solution to good governance.

Thus, we must continue to challenge our assumptions by asking provocative questions: Are we correct in our assumptions that the processes identified by us are necessary or required for good governance? Or have the processes emerged with a life of their own? Has the process become more important than the issue? Has small government become more important than good governance?

Sometimes I feel that we might have taken a very linear, prescriptive approach to addressing the issue of good governance. In the tradition of Socrates, we continue to consider only two issues at a time and arrive at a decision that one is right and the other is wrong. There is little room for concluding that both might be right or both might be wrong.

One consequence of this Socratic way of thinking has been that we hold on to certain ideologies and close our minds to others. If we change our mind later on, the previous ideology will be completely trashed. We have seen the change in fashion from command economies to market economies, from one-party State to democracy, from big government to small government, and from self-reliance to open markets. Frequently, these fashions are presented to us as canned options.

Good governance implies service to the people. Government's task is to govern in a way that

satisfactory. In fact, 40% of the elected candidates of the ruling party were women. We have thus made a good start, and it is

optimizes the security and welfare of citizens. The measure of good governance is how far the government is able to improve the quality of life of people, tangibly as well as intangibly. If people are hungry, good democracy and a good Constitution mean very little, for people cannot eat democracy; people cannot eat the Constitution. Democracy, accountability, honesty and commitment to service are only processes by which good governance is delivered.

Good governance must be based on the overall performance of the State, as measured by the improvement in the quality of life of the people. There is an inherent danger in measuring governance on the basis of processes alone. The measure of a clock is how accurately it tells time. Whether it is electronic or mechanical is of secondary importance.

Good governance is all about partnership of all stakeholders. Such partnership brings about synergies of effort and resources. It is about respect for government and for the civil society. It is about concentrating on being constructive in our approach. It is about optimizing our resources. Good governance means that all of us, employers, employees and trade unions, work together for the good of the society. We also need to have transparency in our dealings at all levels. Media, independent judiciary and the parliament are partners in good governance. One could think of them as modules that come together to make what we call good governance.

Processes of good governance have been taking root in Africa since 1989. In most of the countries there has been a transition to multi-party democracy. If not, debate on the subject is gaining momentum.

Such developments give me hope that the next century will be the century of Africa. However, Africa must also own up to the fact that there are some hot spots that bring disrepute to our con-

minent. We should not continue to blame the colonialists or other outside forces for the present conflicts. We must seek solutions so that our continent's meager resources can be utilized for the development of our countries. Africa has

taken the first few steps, and I am sure that with a little nurturing, a little support and a little understanding of Africa's unique heritage, Africa will march into the new millennium self-assured and confident.

Annex 3

Address by Ms. Leticia Shahani

*Former Senator of the Philippines
and Former United Nations Assistant Secretary-General
for Social Development and Humanitarian Affairs*

Ladies and gentlemen,

There are so many partnerships and combinations of partnerships possible among the multiple voices and innumerable levels of governance that it would be impossible for one person to cover the topic adequately in one statement. In talking about governance, we are dealing not only with goals and objectives, but with processes and, in the case of governance, the processes might even be more important than the goals themselves. Governance has to do with power and authority. But in this Conference, governance, as I understand it, means the exercise of power and authority for the public good.

In fact, governance has been equated with people power or empowerment. People power, as we understand it within its historic context in the Philippines, means the exercise of power by civil society and the private sector to bring down the existing leadership of the State and replace it with new leadership. The demonstration of people power at the event which took place on Epifanio De Los Santos Avenue in 1986, although non-violent in nature, was a confrontational process, one of great upheaval, where an adversary of the people was dislodged. There was no partnership with the State, but rather the relationship was one of opposition and tension. Sometimes this adversarial, revolutionary relationship is necessary.

The governance which we are talking about now is of a more peaceful kind, to be pursued by governments and their constituencies during periods of coexistence and cohabitation. What

concerns us here is how to make governance dynamic, not static, through partnerships, linkages and networks among the representatives of the State, the civil society and the private sector. Since the time allotted to me is limited, I thought the best approach to adopt would be to use examples of the points I want to make instead of launching into a general discussion of building partnerships, which is a topic almost without limit.

In building partnerships with civil society and the private sector, the State faces a major challenge. It must maintain its far-reaching administrative structure without placing itself in a rigid bureaucratic straightjacket, so that it can reach out to the people, to NGOs and civil society as a whole. The State must learn how to balance its position as the most powerful sector in the configuration of governance in terms of legal authority and budgetary resources in order to build, not to control, to nurture, not to manipulate, a working relationship with its partners. Conversely, NGOs must learn to understand and use to their advantage their strengths and weaknesses, and the private sector must prove to be a responsible partner, not aloof from its social responsibilities and interested only in profit. Among these strategic partners, there must be a covenant of shared vision and shared values for sustainable human development to ensure the successful implementation of programmes and projects.

Themes of United Nations conferences: gender and development

The United Nations has been instrumental in literally “spreading the gospel” of the themes of its major conferences, such as sustainable development, gender and development, population, environmental protection, etc. To illustrate my first type of partnership, let us look at the major global theme “gender and development”. The United Nations has made the role of women a major concern of governments to the extent that it is now accepted by all sectors that without empowering women, who constitute half of the world’s population, the development of countries cannot move forward. As the UNDP has said, development that is not engendered is endangered.

As the Secretary-General of the Third World Conference on Women, held in 1985 in Nairobi, Kenya, I can say objectively that the Philippines has contributed significantly to the formulation of relevant and timely recommendations to the Plans of Action of the world conferences on women. Conversely, we take pride that as a member of the United Nations, the Philippines has taken to heart the recommendations of the world conferences on women by implementing them from the national to the local and on to the grassroots levels. Millions of Filipino women have benefitted, directly or indirectly, from the implementation of the goals of the Women’s Decade: equality, development and peace. Laws have been passed in our Congress on issues such as the role of women in nation-building, the anti-rape law and the annual budgetary allocation of 5% of the budget of each government department to be spent on women’s programmes and concerns.

The main reason for the effective transmittal and implementation of United Nations Plans of Action on women was a tight yet expanding partnership between the three branches of government: the executive, the legislative and the judiciary. It goes without saying that it was the women in key positions in these branches of government who spearheaded the policy initiatives from above. In the executive branch, the Department of Foreign Affairs, the National Commission on the Role of Filipino Women, the Departments of Labor and

Education and all other relevant government sectors, including local government, within their own specific mandates, enthusiastically worked on the women’s issues in the formulation of State policies and programmes. NGOs, the private sector and the citizens themselves provided the impetus from below.

Former President Fidel Valdez Ramos used to compare the development process to baking a *bibingka* (a native rice cake), where live charcoal is simultaneously placed on top of and below the cake to ensure its being cooked properly. In other words, the top-down approach of government had to be matched by the trickle-up movement from the grassroots level. The two-way momentum in the women’s movement was helped by the fact that Philippine culture is generally sympathetic to gender issues. The dynamic linkage and interface on the gender issue among so many actors in the State, the NGOs and the private sector literally brought about an explosion of enthusiasm and commitment, creating the critical mass which is so important in bringing about social and economic transformation..

But world conferences can be deceptive. They can be colorful bubbles with a short life span. Thus, the constant need, after world and regional conferences, is to continue to monitor and evaluate, especially at the grassroots level, the implementation of programmes and projects. This is where NGOs and the media have a special role to play. I believe that women’s issues have taken a firm root in this country. I only hope that more attention could be paid to rural women.

Population

A more controversial issue in this country is population. When I began my term as a Senator in 1987, the Aquino administration did not articulate clearly its policy on population and had a minimal programme on family planning, implemented through the Department of Health. Some of us in the legislative branch of government initiated the setting up of a foundation called the Philippine Legislators’ Committee on Population and Development (PLCPD) to fill an important policy

vacuum. Within and outside Congress, PLCPD became an advocate of population and development. The Committee received funding from private foundations and the United Nations. Thus, it did not use government money for its activities. Until the present time, the PLCPD advocates the relationship between population and development, although it has placed the issue of population and development within a larger context of gender, environmental protection, human rights and sustainable development. PLCPD suffers, however, from lack of political support. The majority of Congressmen and Senators are hesitant to come out publicly for family planning for fear of political regressions from the Catholic Church. All the same, this model of partnership of legislators with international organizations, NGOs, local government and the people is an important one, especially where there is lack of support for controversial themes like population, the articulation and implementation of which is needed. It goes without saying that political and cultural sensitivities must be taken into account.

Another important linkage which the Philippine Legislators' Committee on Population and Development was able to forge was with the local United Nations system. In most countries, the official partner of United Nations organizations is limited to the Executive Branch, since the United Nations deals, primarily, with the duly elected government. It is, however, important for the United Nations organizations to develop policy and programme linkages with the legislative branch of government and vice-versa. Although there were some political sensitivity which surfaced due to the different political affiliations of members of Congress, the relationship between the PLCPD and the local United Nations organizations was mutually beneficial. This type of partnership needs to be reinforced from national to local levels of government.

Sustainable human development

It is obvious that the matter of governance receives a lot of lip service from government, civil society and the private sector. It is an appealing

concept—even revolutionary. However, in order to ensure that governance will not remain a paper issue, good only for conferences, advocacy and propaganda, there must be commitment by all concerned, particularly the State, to truly implement concepts of governance so that the poor and marginalized can benefit and empower themselves for sustainable development. This is why the pro-poor policy of President Estrada is historic and must succeed to help the poor help themselves. True, development policies must have a pro-poor bias, but they should not, indeed, must not, institute dole-out social welfare programmes which will not empower the poor, but instead encourage them to be dependent and parasitical.

The most crucial partnerships are those at the grassroots level, that is, the partnership of the people themselves with the State, civil society, the private sector and local government. This is the bottom line—the litmus test—for governance. Here my experience as founder of the BUDHI Foundation has given me insights on how to implement, at the grassroots level, training programmes with the assistance of government on a sustainable basis.

An anecdote will illustrate this point. BUDHI, which has its headquarters in Barangay Tulong in Urdaneta City, Pangasinan, received government assistance to conduct a training course on entrepreneurship. The purpose was to assist women learn basic business practices such as deciding what business to go into, marketing one's goods, keeping accounts, etc. Since there were no livelihood projects in the Barangay, our Foundation thought the training course would be welcome among the women. Some responded affirmatively, but others were not enthusiastic. Those who were indifferent to the project explained their reservations: "We don't want the training course to interfere with our *tong-its* time." *Tong-its* is petty gambling. Obviously, spending their free time after lunch playing *tong-its* was more entertaining than increasing one's capital through honest labor and discipline.

In finalizing the list of attendees for the training course, BUDHI replied that only women who

were truly interested in entrepreneurship would be admitted into the training programme, and only those who demonstrated business skills and a self-reliant work ethic would be given loans at low interest. The message got through, so that at graduation time, the trainees even offered to pay for the *merienda* (snacks) for the occasion. Self-respect is an important ingredient in the relationship between people, on the one hand, and government, civil society and the private sector, on the other. Partners in governance must respect each other, and even the poorest should contribute something to projects designed for them. Otherwise, the poor will feel they have no stake in the programme and will remain indifferent.

At the grassroots level, the role of a credible, reliable NGO as a facilitating agency to improve the lives of people can be crucial. It is at the grassroots level where government, even local government, is often absent, inefficient or too bureaucratic to be effective. The government needs NGOs as reliable partners. People at the grassroots level also need an NGO to be a catalyst and facilitator, not a crutch for dependency.

Conclusion

Earlier I said that the partners in governance must have a shared vision of and shared values for sustainable human development for successful implementation of programmes and projects. The outstanding example of the Grameen Bank comes to mind.

Implementing a shared vision of a society based

on democracy, the rule of law, respect for human rights and fundamental freedoms, a culture of peace, the life of the mind and the spirit, not only at the grassroots but also at the national and global level, seems to be the immediate task of the United Nations, governments, NGOs and the private sector on the matter of governance as we enter the 21st century.

The means to implement the shared vision must be through shared values. Means and ends are, after all, interrelated. As a Senator, I advocated the Moral Recovery Programme with a view to making ethical values the means to implement national development. The values of honesty, transparency, cooperation, efficiency, self-reliance, discipline and commitment to the common good are indispensable to governance. There must be an end to graft and corruption, nepotism, greed and self-aggrandizement in public life. Otherwise, misery, injustice and poverty will plague a globalizing society, no matter how technologically and scientifically advanced it is.

In the end, people themselves, not governments, NGOS or the private sector, must be the agents as well as the beneficiaries of development and governance. That is the true justification of building partnerships among the multiple voices and levels of governance. Sustainable human development, based on ethical values and scientific principles, is the challenge to governance in the 21st century.

Annex 4

Background Paper

Building Partnerships for Governance

A. Introduction: sharing power, responsibility and achievement

National governance refers to the process of managing—through the involvement of broad-based stakeholders—the economic, political, and social affairs of a country and of using its natural, financial and human resources in the interests of all people. Good governance adheres to the principles of participation, fairness, equity, efficiency, transparency and accountability.

The concept of governance, therefore, is broader than the traditional concepts of government and governing characterized by unilateral, monopolistic exercise of authority by governing elites within a specific national boundary. The emerging interpretation of governance emphasizes an increasing role for citizens, including women, youth and other minority groups, based on, for example, ethnicity, religion and national origin. This emerging definition of governance specifically involves active participation of citizens as community members, as organizations and as individuals. The former hierarchical concept of the “rulers and the ruled” denied a role for most stakeholders, relegating them to recipients of policies and programmes.

Likewise, it is fitting to view “governance” in a global perspective because societies throughout the world are experimenting with new governance methods and widening the arena for participation of citizens and organizations. Current trends of globalization and global interdependence, such as the issues of environmental degradation, impact every nation state, their governments and all people. We are truly inter-related. One can speak of “global governance”, including all the traditional mechanisms of international relations and the emerging activities within international relationships between non-governmental organizations related to markets and networks.

Mega-trends such as globalization, urbanization, global environmental changes and sweeping

privatization are beyond the capacity of any national government to handle. These trends require a wide range of partnerships at global, national and local levels. To these global issues must be added technological innovations, such as the Internet and computer applications that make the global exchange of information instantaneously possible and give citizens and institutions the opportunity for sharing information, values and experiences in a borderless society. The traditional models of governing and governments have failed to address many problems of the economy and the environment. Today, the ability of these traditional models to control the information flow and the people who use it is limited, while the opportunity for citizens to form alliances and movements at regional and global levels is almost unlimited. It is in this global context that the new concept of governance becomes most relevant.

As a comprehensive and inclusive concept, good governance is an all-encompassing, highly participatory, dynamic and engaging process. It seeks solutions to problems through dialogue and communicative action, engagement through the interactions of citizens and non-governmental organizations (NGOs) and governmental institutions. Partnership, therefore, has become the central requirement of good governance.

Partnership implies joint and voluntary endeavours toward a common purpose. In the context of good governance, partnership is essential and requires genuine participation of the stakeholders. The leading role of the state is very important for encouraging and building meaningful partnerships among various sectors of society at all levels because many countries still lack strong, independent private-sector and civic organizations. The essence of effective partnership, therefore, is sharing power, responsibility and achievement. This is a noble idea aspired to by many civiliza-

tions. It is also a responsibility of the State to provide the enabling environment and to empower citizens for playing an effective partnership role in the process of governance.

Partnerships involve the pooling and exchange of know-how, information and experience among partners. Sharing experiences is especially essential because many institutions, governmental or non-governmental, are conducting cutting-edge experiments unknown to other institutions.

The concept of partnership-based, participatory governance recognizes that expertise, initiative, responsibility and accountability are widely shared throughout the society, rather than being solely within the realm of central government. A society with a strong governance framework includes and benefits from well-developed, capable, institutionalized and active stakeholders such as local governments, NGOs, citizens and

private sector organizations. Furthermore, the concept of partnership-based governance implies a learning environment in which worldwide experiences are shared and even linked to stimulate responsiveness, openness, transparency and accountability. It can also lead to innovation, competence, efficiency and effectiveness.

This background paper discusses the following:

- Why build governance partnerships now?
- Preconditions for building governance partnerships;
- Levels of partnership from local to national to global;
- Obstacles to building effective partnerships; and
- Strategies and models of partnership-building.

B. Why build governance partnerships now?

A Persian proverb explains why partnership is important: “A single hand does not make sound alone, but when two hands clap together they make sounds.” This is also true of any culture. Partnership and collaboration are keys to the survival of social institutions. Partnerships are a key to governance for the following major reasons:

1. *Partnerships promote creativity, innovation, synergy, a stronger ability to tackle big problems, participation and responsibility.*
2. *Partnerships are increasingly important because interdependence connects peoples, nation-states, cultures, governments, businesses and non-governmental civil organizations.* Moreover the global exchange of information has become very easy. Internet and other computer applications have enabled citizens around the world to communicate and share information of mutual interest and concern almost anywhere on the planet. Partnerships among peoples and civil as well as governmental organizations across the world are facilitated by information technology.

3. *Globalization and global issues have created a formidable necessity for building global partnerships between all stakeholders of governance.* With the fall of the Soviet Union and the end of the Cold War, a new world order has emerged, with marketization, economic globalization and political pluralism. As a consequence, many nation-states have sought to form strategic alliances for protection and development. These alliances have been active in varying degrees at global, regional and sub-regional levels. By joining the global economy, governments are increasing economic opportunities, but at the same time exposing their nation-based companies to pure competition. Along with globalization strategies, governments need to develop social safety nets to protect their most vulnerable citizens from the negative consequences of globalization.

4. *Global problems such as environmental deterioration, wars, ethnic conflicts, poverty, health crises, migration and refugee problems, are beyond any government’s capacity to solve.* They require both formal and informal global

partnerships.

5. *Learning organizations are adapting to the rapid changes of their environments by acquiring information about their surrounding environments.* Governments and citizens need to do the same by joining in partnership systems for effective governance. Learning about best practices for good governance is an important process in stimulating the development of effective governance. People can learn from conferences, such as this one, and help build order through adaptation by learning and self-regulating processes.

6. *Partnerships contribute to involvement, the quality of good governance and service delivery, administration, political support and stability among governments, citizens, the private sector and NGOs.*

7. *Partnerships require genuine participation, which contributes to democratic, good governance and sustainable development for social well-being.*

8. *The financial-economic motives for partnership concern, for example, the limited financial capacity of governments for investments, which*

make the prospects of private sector co-financing very important. With the governments running budget deficits, the private sector can step in as a co-financier in capital projects with long and short-term returns. This kind of partnership requires, and creates, significant mutual interdependence among the partners.

9. *The strategic-managerial motives for partnership concern the central issues of efficiency through the application of business-like measures of cost effectiveness, cost-control and other criteria used in the private sector.* Efficiency is an important criterion for effective governance, but it is not the overriding one; effectiveness is equally important. Therefore, the central motive of effectiveness becomes strategically important to governments in forming partnerships with various sectors of society, including private sector institutions, NGOs and other civic organizations. The strategic motive of effectiveness drives governments to draw on certain innovations, technology, expertise and skills found in non-governmental and private sector organizations for an extended period.

C. Preconditions for building effective partnerships

The many conditions for building and sustaining successful and effective governance partnerships provide a useful framework for describing actual cases of partnerships, especially public-private partnerships, as well as for prescribing potential partnerships. Two sets of conditions are recognized: primary, start-up conditions and process conditions:

Primary, start-up conditions

The primary, start-up conditions are in two forms: *interdependence and convergence of objectives and accommodation or reconciliation of goals.* The increasing recognition of interdependence between governments and other actors in society (private sector businesses, non-governmental organizations, cooperative system organizations,

etc.) is an essential foundation of building effective partnerships.

Interdependence means that no party alone is capable of conceiving and implementing ideas, policies and programmes of any significant magnitude, especially the ones with consequential externalities. Interdependence also means that the application of the “law of relative advantage” can be used for efficiency and effectiveness. It means that all parties share information, technology and organizational and financial resources to interdependently complement each other for more hybrid and synergetic results. Meeting the interdependence condition is essential, but not sufficient for effective partnership.

Convergence means that the objectives of different parties in a partnership need to be

connected so that understanding, consensus and cooperation may follow. This means that, at least, the objectives of the parties should not be incompatible. At the lowest level, the conditions of *accommodation or reconciliation* must be met. *Accommodation* means willingness to work with others with differences and on limited basis. Accommodation does not require compatibility or convergence of objectives, but it does require an absence of combatting claims, the recognition of a need for reconciliation, at least on a temporary basis. Therefore, *reconciliation* means joining points of difference and differing objectives for common interests. It does not remove differences, but turns them into irrelevant points in the junctures of interactions. Such dual conditions of accommodation and reconciliation bring parties closer on matters of mutual interest or concern.

Recognizing interdependence and identifying the convergence of objectives, as well as accommodation and reconciliation, are facilitated if at least one of the following “secondary start-up conditions”, also called “linking mechanisms”, is present: a *network or a broker*. A *network* through which individuals of various parties meet one another informally creates the opportunity for open channels of communication and consultation. *Independent brokers* as facilitators can bridge the gap when the existence of the network is impossible or inadequate. Therefore, both networks and brokers play important supplementary roles in establishing the start-up conditions for effective partnership building.

Process conditions

The following constitute major process conditions for building and sustaining an effective partnership in governance:

Mutual trust and good faith in the focussed areas of partnership. Trust is important when entering into cooperation relations and maintaining the functioning of those relations. Trust brings out mutual respect, recognition and adaptation and constitutes the lubricating oil in complex cooperation relations such as multiple-party partnerships.

Recognition of limitations of each partner. Each governance partner has limitations and constraints in its relations with the other. But in formal governance processes, the State can carry greater strength than others and thus can develop an enabling environment for recognizing differences and the respective strengths.

Clarification—and recording—of objectives and strategies. In any partnership, there are many ambiguities or disagreements as to the objectives and the way they should be achieved.

Clarification and coordination play key roles in a successful partnership. The division of costs, inputs, risks and returns and the sharing of responsibilities and authority, both between and within the partners, are essential.

Linking aims of projects to verifiable and measurable details. As a process, partnership includes dynamics of participants, power structures and the rules of the game. Phasing achievements of aims helps smooth out relationships and performance through a dynamic process, characterized by flexibility, adjustability and adaptation.

Creating conflict regulations and conflict resolution mechanisms. Any partnership will likely result in conflicts that need to be managed or resolved. Spelling out rules, regulations and procedures, as well as identifying conflict resolution mechanisms, such as negotiation, mediation or arbitration, are very important.

Focussing on issues, problems and goals of partnerships. Effective conflict resolution also requires separating issues and problems from personalities, as well as focussing on the problem itself and finding creative solutions.

Identifying and spelling out legal issues and procedures. Government, being the guardian of “common interests”, must also weigh the interests that it wants to serve through partnership, especially with the private sector, against the interests of all people and organizations that may be directly or indirectly influenced by partnerships. Legal considerations are central to the State and the private sector because without laws and regulations, chaos will prevail and there will be no assurance

in either partner's commitment to obligations.

Protection of each partner's interests and rights.

In case of partnership with a private sector organization, two elements are important:

- Profitability of the business enterprises; and
- Accountability and observance of law in protecting the overall rights of citizens.

Adequate support and control facilities that enhance partnerships. This is an enabling role that the State must play because many NGOs may lack the institutional know-how, expertise and resources necessary for effective governance partnership.

Internal and external coordination through formal and informal processes, networks and mechanisms. Safeguards against duplication and waste result from partnership through which necessary channels of communication, data processing systems and feedback loops develop and enhance understanding and reduce conflicts and misconceptions among partners.

Appropriate and adequate organizational arrangements, management and skills for policy development, analysis and implementation/administration in partnership-based governance must be in place. Often, confusion arises as to how and when an issue becomes a matter of policy concern and through what process such a decision should be made. Similarly, implementation of policy decisions can become problematic if responsibilities and authorities are not defined.

The ultimate responsibility and accountability of any governance partnership rests on the shoulders of the government, because it is the government that must be accountable to its people, not the other governing partner, unless the partner is the direct beneficiary of the administration. Lack of coordination and of integrated organizational arrangements is a central impediment to the successful implementation of any partnership effort. Therefore, appointment of project leaders with far-reaching authorities acceptable to all parties is highly desirable.

D. Levels of partnership for governance

Partnerships occur on three levels: global, national and local.

Global

One of the most important factors influencing the necessity and formation of global partnerships is the existence of significant crosscutting issues, such as the environment, including the green agenda (environmental deterioration issues), the brown agenda (issues of environmentally caused loss of workforce productivity and related problems), migration, poverty, refugees, wars, rapid urbanization, natural disasters and a host of other problems. The spillover effects of these issues force governments, international organizations such as the United Nations and citizens of the world to seek partnership-based solutions to these problems that transcend national boundaries.

For effective handling of these international issues, the United Nations can play an important

role as a facilitating and enforcing body in a wide range of global governance partnerships. It is also an effective partner in many partnership arrangements for global and regional peace and development.

The United Nations and its specialized agencies, including the World Bank and the International Monetary Fund, are very important partners in addressing and seeking solutions to many of these problems. Global partnerships can also be built between governments, governments and civil societies, NGOs and governments, regional alliances and individual national governments, private sectors and global/national governments and global people-centered movements such as environmentalists and other independent social organizations. Partnerships are also helpful toward building a global community and citizenship.

While partnerships are important to solving many problems of global scale and in promoting opportunities for global citizens, regional partnerships cannot be ignored. In fact, regional partnerships are being formed through regional alliances, both governmental and non-governmental, environmentalists and other citizen-based groups and organizations. These regional groupings attempt to counter some of the negative consequences of globalization, such as labour displacement, loss of community control to global firms and massive pollution. Examples include, the European Union, the Association of Southeast Asian Nations (ASEAN), the Organization of Islamic Countries (OIC) and the Arab League.

National

National partnerships can be built by the stakeholders of national governance, including national governments with the civil society, NGOs, the private sector, etc. Here, partnerships can take the forms of market-state, state-citizens, state-civil society, government-NGOs, state-regional organizations, sectoral functions-civil society/private sectors in health and education and others, government-university, intergovernmental organizations, public-private enterprises and national-local governments, national state-regional government cooperation, etc. Two specialized workshops of this conference focus on building partnerships for national governance: one on “National Governance Mechanisms Fostering Partnerships” and the other on “Mobilizing Civil Society for National Partnerships”.

Local

Local governments are the key implementers of policy decisions and produce the outcomes of those decisions in the governance process. It is usually at this level that needs are assessed and implementation takes place. In addition, local governments are closer to citizens and stakeholders, and they must be accessible and responsive to citizens. Therefore, local governance is

extremely important because it is the central arena for public participation and the democratic exercise of citizens’ rights.

Partnerships for local governance are being promoted all over the globe. Sister cities are an established partnership tradition that continues to play a key role in local governance. Cities of different nations communicate with each other, transcending their respective national boundaries. This sharing of information, cultural exchange and other communication help solve many common problems, such as traffic, poverty and health.

Moreover, many problems of local governments are now global in nature, and they require global thinking and solutions. “Thinking globally and acting locally” is a key expression of today’s dynamic environment of good governance, particularly for environmental governance. Cities around the world share similar problems of governance. Their partnerships and cooperation at a global level, through international exchanges, conferences, exchanges of personnel and leadership skills, are examples of such partnerships.

Local partnerships can be built between governments and citizens; governments and non-governmental or civic organizations; governments and religious/cultural organizations; governments and universities; governments and civil society or professional organizations; governments and the private sector; and governments and global corporations or supranational agencies. These partnerships can enhance the quality of governance at the local level. They promote sustainable development, help prevent and reduce many social problems such as poverty and crime, and reduce other pressures facing local government in general. Eco-partnerships for the cultivation of an eco-society among citizens, NGOs, enterprises, specialized research institutions, mayors, etc. is an example of local partnership and will be the subject of one of the workshops during this Conference.

E. Obstacles to building partnerships

Every partnership faces obstacles. Obstacles can be transformed into challenging opportunities if mutual cooperation, good will, trust and respect prevail in the relationship among parties. Dealing with obstacles to partnership-building is one of the most fundamental preconditions that must be addressed. Obstacles appear in a variety of forms.

Distrust

The absence of mutual recognition and respect can lead to unwillingness to negotiate. Recognition, respect and trust build slowly through accomplishing joint activities. Deep suspicion, based on ethnic, religious, political, ideological, geographic or exogenous factors, divides governments, thereby minimizing the possibilities to forge partnerships on problems of common concern. In these cases, finding common ground, using accommodation and/or reconciliation strategies rather than insisting on convergence can build limited coordination and later heartfelt cooperation for achieving common interests. In the close confines of partnership process, diverse entities may learn that their diversity is wider than expected and in some forms, intolerant. In this case, power-sharing is eroded by distrust.

The widening gap between the North and South nations

Regional disparities as well as national disparities pose a major problem for global and regional partnerships. Similarly, disparities in capacity, resources and power structure among members of partnership systems are serious threats to the successful implementation of partnership agreements. Within each nation, limitations of resources and skills make partnerships among NGOs, civic organizations and the private sector unparallel. By the same token, some local governments, such as those of national capitals or major centers of commerce and industry, can be better off than others and have greater power in their partnerships with weaker entities.

High expectations

Expectations that partnerships will solve problems easily create undue dependency through the underdog's often exaggerated expectations that stronger partners should carry nearly the entire burden.

F. Strategies and models of partnership-building

Strategies for partnership

Despite the obstacles, several strategies which can assist in building and sustaining effective partnerships for good governance are described below.

Adaptive strategies inform governance actors to accurately read their changing environmental dynamics and consider strategic choices for partnership-building to maximize chances of successful governance and to avoid being behind the state of the art in governance. Adaptive strategies may or may not be the real choices the governance actors opt for, but environmental adaptation requires modification and compromise in approaches for partnership-building without compromising principles. An example of adaptive strategy for partnership-building can be seen in

urban governance systems adopting sister city alliances and partnerships for staying up to date and for sharing the latest information on local urban eco-system issues and concerns.

Proactive strategies may or may not be adaptive, but they are calculated, deliberate and critical choices of partnership for successful governance at all levels, especially at global and regional levels. Proactive strategies are real choices governments may opt for to either: (a) genuinely involve actors of civil society and share power and responsibility to enhance governance process; or (b) build alliances for dominance, aggression and control of governance domains at all levels. The latter type of strategy does not really contribute to genuine partnership for good governance. Examples of proactive strategies

abound and almost all national governments pursue such strategies in international relations. Proactive strategies are very effective if they are genuinely pursued for mutual interests.

Reactive strategies are the opposite of partnership-building. They are a reaction to chains of events or the effects of actions, causing the necessity for partnership-building. Reactive strategies may or may not be the real choices for partnership-building, but they become necessary as a reaction to adversarial or competitive actions. An example of this type of strategic choice may include regional security alliances that are typically formed by governments in reaction to what others have done.

Accommodative strategies are approaches to partnership-building that aim to manage and reconcile conflicting interests and that would prevent tensions or escalation of contradictions. Accommodative strategies help build tolerance in the governance process. Neighbouring nation-states may form agreements on how to fight issues such as terrorism, collective fighting of the illegal drug trade and so on.

Neutralizing strategies are deliberate attempts by governments to neutralize oppositions and potential threats. Governments form partnerships with other governments or with adversarial parties on a limited basis to prevent or reduce the escalation of hostility and possible wars. It is not a strategy of appeasement, but rather a strategy of disarming the adversaries and opportunists. Such a partnership is only possible for fragmented, specific policy areas, and is not comprehensive at all. Two governments may form partnerships on maintaining peace and order on their borders with ethnic disturbances, whereas they may be at odds on many other issues.

Each of these strategies, and possibly others, help promote building various models of partnership at all levels of governance, some more appropriate at global and national levels than others.

Models of Partnership

Several models can be considered for building

partnership in the governance process. These models use strategic considerations.

The autonomous model of partnership is built on the premise of independence exercised by all parties on an equal basis. The strategies to build this kind of partnership may include (a) State initiation with NGOs, citizens and the private sector; (b) initiation through proposals and policy idea formulations with government by all other partners; and (c) third party initiation to pull government and other parties into partnership-building at local and national levels. At the global level, the autonomous model is most applicable where national sovereignty is preserved through independent strategies. The United Nations can be very effective in such partnership-building.

The interdependence model is very common among nation-states at regional and global levels. Such a partnership is based on the premise that all parties are living in an interdependent world in which no one is self-sufficient or has the capability and resources to deal with problems of an interdependent world. All nations as well as various local governments, are linked interdependently, so their cooperation for solving problems and the provision of public goods and services is essential. The same rationale is applied to building an interdependence model of partnership within any society. Interdependence generates a sense of community, togetherness and regeneration of energy for policy solutions and creative ideas. In fact, interdependence is an essential factor for building partnerships.

The globalization-convergence model is premised on the forces of globalization—finance, production, marketing, state and political integration and cultural, economic and policy convergence. Partnership-building becomes an important formal structural shift to pave the way for economic, cultural and policy convergence to the globally dominant forces of power structure.

The convergence theory holds that with economic market convergence, cultural and policy-governance convergence follow, hence a global convergence partnership is built against all perceived

and potential adversaries or challengers. This is a potentially repressive partnership model, rather than building free partnerships, for the dictation of unilateral policy choices to the rest of the world.

The hybrid model is a combination of the above models. It is hybrid in that it resembles features of all models, yet it may display its own distinct characteristics. A synergy of various models tends to develop under this model.

The elite model is the most common feature of modern governance partnership-building, with the premise that elites—economic-corporate and political elites—dominate the policy arena of governance almost everywhere. Elite partnerships take place on a daily basis for market expansion and domination, control of the power structure, national interests and the exclusion of non-elite masses from strategic decision structures for many reasons. Elite-controlled governance positions can be based on assumptions that non-elite masses are less suitable for playing key governance roles, therefore reserving such rights and privileges for themselves. Elites may also exclude non-elites purely for self-interest, both

economic and political.

The elite model of partnership-building is a common practice among governments—often dominated by business/corporate elites—with similar elites at other levels of governance and with sub-national and regional governments controlled by other elites. Most countries are governed by powerful elites who represent the upper socio-economic class as well as the military-industrial class. The elite model of partnerships creates a hierarchy of elites and of partnerships across the globe and denies the viability of pure voluntary networking structure.

To be successful, these elites must include civil society, the private sector and NGOs in the governance process so they can build a shield of protection against the encroachment of global dominance. This means sharing power with non-elites for broad common interests. All types of strategies may become relevant or even necessary to build partnerships under this elite model. Sharing power, responsibility and achievement is, therefore, the essence of effective partnership-building.

G. Conclusion: Sustaining Transparent Partnerships

Building partnerships is one of the most essential requirements of good governance. While building effective partnership is the first and essential step towards developing good governance that is characterized by participation, efficiency, effectiveness, etc., *transparency* is the most important requirement for sustaining such a partnership.

Transparency in partnership helps remove many negative effects that partnership itself may cause. Specifically, transparency:

- Develops trust as a building block of workable partnerships;
- Facilitates open exchange of accurate information with the public and strengthens the linkages among varying parties in the governance process; and

- Enhances the opportunities for evolving the forms and models of partnerships from possible corruption and hence leads to fair models.

Transparency in partnerships, therefore, brings varying partners together and enhances their chances of promoting a healthy community of working relationships towards the common good. Transparency can allow good relationships to be sustained as the transactions which are subject to public scrutiny can therefore make the partnership itself accountable.

While transparency helps build public trust, *accountability* promotes responsibility, fairness and equality. Both transparency and accountability work as forces of consolidation and enhancement in the process of building and sustaining effective partnerships for good

governance at local, national and global levels.

The need for building transparent partnerships is much stronger today than ever before, most notably because of many scandals revealed in the Asian financial crisis. This new environment requires significant transparency for solving global problems.

There are many preconditions for building and sustaining effective, transparent partnerships, as well as numerous obstacles. However, opportunities for building partnerships for governance are unlimited at all levels. Formal structures, such as governments, and informal structures, such as NGOs, the private sector and other civic-based organizations that share concerns and voice similar ideas across national borders, are growing in number, and their influence on formal government policies cannot be ignored. In this environment of global interdependence,

partnership becomes both a challenge and a necessity for good governance.

Strategies and models of partnership-building abound. What is needed is courage, initiative and promotion of a global partnership based on equality, transparency, accountability, mutual respect and recognition of both weaknesses and strengths. Local partnership is no longer a local or national issue; it has already become a global issue for many national governments. Global citizenship is not a utopian idea beyond reach; it can be developed as long as there is will and action, not based on corporate greed or global domination by emerging empires. Human civilization has been advanced by partnerships, not by destruction or repression. Let's help build partnerships for peace and economic justice for all in a global village, in which all citizens will share power, responsibility and achievement.

Annex 5

Programme

*3rd day plenary session and five workshops
organized by the United Nations Department
of Economic and Social Affairs
3 June 1999*

Plenary Session: Building Partnerships for Governance— Global, National and Local

Greetings and introduction	Mr. Guido Bertucci , Director, Division for Public Economics and Public Administration, UNDESA	
Keynote speaker	H.E. Mr. Hage Geingob , Prime Minister, Namibia	Establishing and Maintaining Good Governance in Post-Conflict Situations
Panellists	Ms. Leticia Shahani , Former Philippine Senator and former United Nations Assistant Secretary-General for Social Development and Humanitarian Affairs	Building Partnerships among the Multiple Voices and Levels of Governance
	Professor Ali Farazmand , Florida Atlantic University, USA	Strategies for Building and Sustaining Partnerships for Governance
Rapporteur	Professor John Halligan , University of Canberra, Australia	

Good governance requires a comprehensive and effective partnership that embraces all sectors of society. The role of the State in promoting partnerships among various actors of civil society, including NGOs and private sector, is of critical importance for achieving good governance at local, national and global levels. Likewise, empowering people among themselves, locally, nationally and globally, through partnerships, is essential for the same desired goals of good governance. International organizations can also

play a pivotal role in good governance. This plenary session focuses on the linkages of major global themes with national and local governance processes; building partnerships among multiple voices and levels of governance; establishing and maintaining good governance in post-conflict situations; and empowering people through effective partnerships in civil society. The plenary will be followed by in-depth discussion on how to build and maintain effective global, national and local partnership in six separate working groups.

Workshop I:
The Role of World Conferences in Developing Global Partnerships

Moderator	Professor Ali Farazmand , Florida Atlantic University, USA	
Panellists	Mr. Guido Bertucci , Director, Division for Public Economics and Public Administration, UNDESA	Developing the Global Governance Agenda
	Ms. Rosalind Harris , former President of the Conference of Non-Governmental Organizations in Consultative Status with the United Nations Economic and Social Council (CONGO)	The Role of Non-Governmental Organizations in Global Conferences
	Mr. Oscar de Rojas , Interregional Adviser, UNDESA, former Ambassador of Venezuela, former Chairman of the Second Committee of the United Nations General Assembly	The Role of Intergovernmental Organizations in Global Conferences
	Mr. Arata Fujii , Counsellor, Embassy of Japan, Manila, the Philippines	Promoting South-South Cooperation
Rapporteur	Professor Ali Farazmand , Florida Atlantic University, USA	

In the last decade, the major world conferences organized by the United Nations have focussed world attention on some of the most pressing issues of our time—the environment, women, human rights, population, infrastructure and settlements, social development and public administration for development. The declarations and programmes of action generated by these world conferences have laid a historic foundation for future generations. The agendas set forth and agreed to at each of these meetings by the heads

of governments not only articulate the highest aspirations of the world community, but also give clear guidance on how governments can design and implement action programmes for reaching these goals, in part, through mutually reinforcing regional, national and local partnerships. The panellists will provide perspectives on partnership modalities that have been employed toward the attainment of these goals in their respective regions, and shed light on other inter-regional and South-South initiatives.

Workshop II:
The Role of Universities in Promoting Global Partnerships

Moderator	Dr. Hideo Sato , Acting Director, the Leadership Academy, United Nations University	
Panellists	Dr. Emil Q. Javier , President, University of the Philippines	The Role of Universities in Promoting Global Partnerships
	Dr. Hideo Sato , Acting Director, the Leadership Academy, United Nations University	Role of Universities in Global Governance
	Dr. Makitaro Hotta , Acting Director, Rits Center for Asia and Pacific Studies, Ritsumeikan University	Developing Governance Leaders
	Dr. Dino Guerritore , Coordinator of the International Relations Commission, University La Sapienza, Rome	Strengthening Cooperation between Universities and International Organizations for Better Governance
Rapporteur	Dr. Hideo Sato , Acting Director, the Leadership Academy, United Nations University	

Academia has long played a pivotal role as a catalyst and focalizer of national aspirations. Indeed, universities are a resource of intellectual capital and institutions of educating future leaders, which are critical to promoting and realizing global partnerships. This panel will examine the “process” of developing partnerships, as well as the key “content” areas in which universities can provide invaluable input to global partnerships. It will explore traditional

mechanisms of academic partnership across academic disciplines, through twinning arrangements, international educational exchange, association with regional and global academic bodies and participation in a myriad of development initiatives. It will also elaborate on the role of universities in the international arena and how to strengthen cooperation between Universities and international organizations.

Workshop III:
National Governance Mechanisms Fostering Partnerships

Moderator	Dr. Akira Nakamura , Professor, Meiji University	
Panellists	Dr. Leonora Briones , Director of Budget, Ministry of Finance, The Philippines	National Governance: Resource Base
	Mr. Dai Guangqian , Vice Minister in charge of Civil Servants and Human Resources Development, China	National Governance: Human Resource Base
	Mr. Sum Manit , State Secretary for Administrative Reform, Cambodia	National Partnerships in Reconstructing Governments
	Dr. John Halligan , Professor, University of Canberra	National Governance and Decentralization
Rapporteur	Dr. Akira Nakamura	

Globalization, among other powerful factors impacting on all societies, is requiring new and innovative responses from government to meet the needs of their constituencies. Decentralized structures and participatory governance require new mechanisms to ensure for coordination and cooperation across levels of government, as well as actors of national governance. This panel will explore new modalities and mechanisms for national government partnerships, as well as the

potential for re-constituting traditional mechanisms with the benefit of new technologies. Panellists will highlight the role of the State in working collaboratively with different parts of government and proactively with relevant actors in civil society to create synergies and maximize contributions toward their joint societal aspirations. They will also share experiences on partnership mechanisms which aim at peaceful solutions to conflicting situations.

Workshop IV:
Mobilizing Civil Society for National Partnerships

Moderator	Ms. Jeanne-Marie Col , Interregional Adviser, DPEPA/DESA/UN	
Key Speaker	Ms. Miriam Defensor-Santiago , Senator, the Philippine Senate	Involving Civil Society in Policy Formulation
	Prof. Francis Delpérée , l'Université Catholique de Louvain, Belgium	Mobilization of Civil Society in Governance
	Mr. Christopher Gotanco President, Anglo-Philippine Holdings Corporation	Corporate Governance and Social Responsibility
Rapporteur	Ms. Jeanne-Marie Col , Interregional Adviser, DPEPA/DESA/UN	

In today's multi-dimensional and interconnected world, it is becoming increasingly clear that only by working in tandem can government and its constituent citizens realize a productive and sustainable future. The panellists will highlight modalities for bringing civil society, grassroots organizations, NGOs, and other institutional and community stakeholders into policy formulation

and service delivery. The pivotal role played by NGOs in facilitating communication between government and civil society, as well as in advocacy will be discussed. The role and responsibility of the private sector will also be explored looking at corporate and social responsibility, job creation, community development, and environmental protection.

Workshop V:
Building Eco-Partnership in Local Governance

Moderator	Ms. Itoko Suzuki , Chief, Governance and Public Administration Branch, DPEPA/DESA/UN	
Panellists	Ms. Angela Mawle , Coordinator, Gender 21, United Kingdom	Partnership for Building Eco-Cities: Empowering Women in Environmental Governance
	Mr. Samuel W. Mbugua , Mayor of Nairobi	Partnership for Building Eco-Cities: An African Mayor's Point of View
	Mr. Lito Atienza , Mayor of Manila, The Philippines (unable to attend)	Partnership for Building Eco-Cities: An Asian Mayor's Point of View
	Mr. Shin Yamamoto , Director, International Affairs Division, Tokyo Metropolitan Government	Partnership for Building Eco-Cities: The Role of a Municipal Officer
	Mr. Tsuneyuki Ueki , General Manager, Corporate Planning Office, EBARA Corporation, Tokyo, Japan	Partnership for Building Eco-Cities: The Role of the Private Sector
Rapporteur	Mr. Zakaria Ahmad , Asia and Pacific Development Centre	

The recently held Eco-partnership World Conference emphasized the need for leaders of cities of the world to exchange experiences of best practices and lessons learned, and to strengthen partnerships among themselves for promoting an environmentally sound society. This working group will provide a forum for mayors from Africa and Asia to consider various mechanisms

for South-South cooperation in local environmental governance. It will also highlight the key policy mechanisms for local environmental governance such as public-private partnership, creative national-local relationships, integrated policy-making approaches and role of women in environmental governance.

Annex 6

List of Participants

H.E. Mr. Hage Geingob
Prime Minister
Government of Namibia
Windhoek, Namibia
Fax: (264-61) 231-914/224-910

Ms. Leticia Shahani
c/o The Permanent Mission of the Philippines
to the United Nations
556 Fifth Avenue
New York, NY 10036
Fax: 1-212-840-8602

Professor Ali Farazmand
Florida Atlantic University
220 SE 2nd Avenue
Fort Lauderdale, FL 33301
Fax: 1-954-762-5673

Professor John Halligan
Director, Centre for Research
in Public Sector Management
University of Canberra
Faculty of Management
P.O. Box 1
Belconnen ACT 2616, Australia
Fax: 612-6201-5237

Ms. Rosalind Harris
Conference of Non-Governmental Organizations
(CONGO)
777 UN Plaza, 8th Floor
New York, NY 10017
Fax: 1-212-986-0821
www.conferenceofngos.org

Mr. Arata Fujii
Counsellor
Embassy of Japan
Manila, The Philippines

Dr. Emil Q. Javier
President
University of the Philippines
College of Public Administration
Diliman, Quezon City
The Philippines
Tel.: 632-993-014 or 990-110

Dr. Hideo Sato
Acting Director
The Leadership Academy
The United Nations University
53-70 Jingumae 5-chome
Shibuya-ku, Tokyo 150-8925
Japan
Fax: (81-3) 3406-7346

Dr. Makitara Hotta
Acting Director
Rits Center for Asia and Pacific Studies
Ritsumeikan University
56-1 Kitamachi, Tojiin
Kita-ku, Kyoto, Japan 603-8577
Fax: (81-75) 465-8371

Dr. Dino Guerritore
Coordinator
International Relations Commission
University La Sapienza
Rome, Italy
Fax: (3906) 4991-0314

Dr. Akira Nakamura
Professor
Meiji University
Tokyo, Japan

Dr. Leonora Briones
Director of Budget
Ministry of Finance
Palacio del Gobernador
Intramuros, Manila, The Philippines
Fax: 632-527-2822 or 928-2866

Dr. Dai Guangqian
Vice-Minister in charge of Civil Servants
and Human Resources Development
Beijing, China

Mr. Sum Manit
State Secretary for Administrative Reform
Government of Cambodia
Phnom Penh, Cambodia

Ms. Miriam Defensor-Santiago
Senator
The Philippines
Fax: 632-921-2538

Prof. Francis Delpérée
Université Catholique de Louvain
Belgium
Fax: 322-587-9702

Mr. Christopher Gotanco
President
Anglo-Philippine Holdings Corporation
Manila, The Philippines
Fax: 632-631-3113

Ms. Angela Mawle
Coordinator, Gender 21
United Nations Environment and Development
UK Committee (UNED-UK)
3 Whitehall Court
London, SW1A 2EL, UK
Fax 44-171-930-5893

Hon. Mr. Samuel Wainaina Mbugua
Mayor of Nairobi
Mayor's Parlour, City Hall
P.O. Box 30075
Nairobi, Kenya
Tel.: 254-222-3832

Fax: 254-221-8291

Hon. Mr. Lito Atienza (unable to attend)
Mayor of Manila
City Hall of Manila
Manila, The Philippines
Fax: 632-527-0907

H.E. Mr. Jose Trinidad Pardo
Minister
Ministry of Trade and Industry
Industry and Investment Building
385 Sen. Gil Puyat Avenue
Makati City, The Philippines
Tel.: 632-890-4901

Mr. Shin Yamamoto
Director
International Affairs Division
Tokyo Metropolitan Government
Tokyo, Japan
Fax: 81-3-5388-1329

Mr. Tsuneyuki Ueki
General Manager
Corporate Planning Office
Ebara Corporation
Tokyo, Japan

Dr. Zakaria Ahmad
Asian and Pacific Development Centre
Pesiaran Duta, P.O. Box 12224
50770 Kuala Lumpur, Malaysia
Fax: 603-651-0316

United Nations Secretariat

Mr. Guido Bertucci
Director
Division for Public Economics and Public Administration
Department of Economic and Social Affairs
United Nations, New York, NY 10017, USA
Fax: 1-212-963-9681

Ms. Itoko Suzuki
Chief
Governance and Public Administration Branch
Division for Public Economics and Public Administration
Department of Economic and Social Affairs
United Nations, New York, NY 10017, USA
Fax: 1-212-963-2916

Ms. Jeanne-Marie Col
Interregional Adviser
Governance and Public Administration Branch
Division for Public Economics and Public Administration
Department of Economic and Social Affairs
United Nations, New York, NY 10017, USA
Fax: 1-212-963-2916

Mr. Oscar de Rojas
Interregional Adviser
Department of Economic and Social Affairs
United Nations, New York, NY 10017, USA

Mr. Jacinto De Vera
Division for Public Economics and Public Administration
Department of Economic and Social Affairs
United Nations, New York, NY 10017, USA
Fax: 1-212-963-9681

Annex 7

List of Working Papers

- “Setting the Agenda for Global Governance” by Guido Bertucci
- “Decades of United Nations Conferences and NGO Fora” by Rosalind Harris
- “The Role of Universities in Promoting Global Partnerships” by Hideo Sato
- “The Role of Universities in Strengthening Cooperation with International Organizations”
by the University of Rome La Sapienza
- “Developing Governance Leaders” by Makitaro Hotta
- “Building Partnerships for Governance” by Leonora M. Briones
- “National Governance: Human Resource Base—Reforms and Innovations of Human
Resources Management in China” by Dai Guangqian
- “National Partnerships in Reconstructing Governments” by Manit Sum
- “Building a National Coalition Mechanism for Bringing Civil Society and the Business
Sector into Consensus-Building and Conflict-Resolution”
by Miriam Defensor-Santiago
- “Mobilization of Civil Society for National Partnerships” by Francis Delpérée
- “Mobilizing Civil Society for National Partnerships: a Philippine Experience”
by Christopher M. Gotanco
- “Empowering Women on Environmental Governance” by Angela Mawle
- “From Government to Governance” by Samuel W. Mbugua
- “Partnership for Building Eco-cities: the Role of the Private Sector” by Tsuneyuki Ueki
- “Governance in Africa: Consolidating the Institutional Foundations” by the United Nations
Department of Economic and Social Affairs