

IAS/TODAIIE CONFERENCE AID AND PUBLIC ADMINISTRATION GENERAL RAPPORTEUR'S CONCLUDING REMARKS

INTRODUCTION

- THANK FELLOW RAPPORTEURS
- ASKED TO REPORT ON WHAT CONFERENCE SAID ABOUT THE PROJECT PROPOSAL
- *REMINDER: PROPOSAL THAT IAS CARRIES FORWARD A PROCESS TO PRODUCE A POLICY PAPER TO INFLUENCE GOVERNANCE REFORM AND AID TO GOVERNANCE REFORM*
- SERIOUS RESPONSIBILITY WITH IMPORTANT IMPLICATIONS FOR INSTITUTE
- I REPORT AS A COLD HEARTED PROFESSIONAL NOT AS THE RECIPIENT OF THE HONOUR TO BE ASKED TO BE A RAPPORTEUR
- I WILL TRY TO SPEAK TRUTH TO POWER
- AND RESTRAIN MY OWN ENTHUSIASM

THIS IS A DIFFICULT TASK, BECAUSE

- ISSUE NOT DISCUSSED DIRECTLY IN CONFERENCE
- PARTICIPATION/PAPERS NOT BALANCED RELATIVE INTERESTS TOUCHED BY THE PROPOSAL
- SUBJECT OF CONFERENCE NARROWED ISSUE RELATIVE TO THE PROJECT
 - THE TITLE WAS PUBLIC ADMINISTRATION NOT GOVERNANCE, WHEREAS THE PROBLEM IS CLEARLY LARGER THAN ADMINISTRATION
 - AND, MOST IMPORTANTLY FOR ME
 - GOVERNANCE REFORM MUST BE AN ENDOGENOUS PROCESS
 - IT IS WRONG TO DISCUSS IT IN TERMS OF AID
 - AID IS, BOTH EMPIRICALLY AND NORMATIVELY, MARGINAL (WHEN IT IS NOT HARMFUL)

HOWEVER, SOME THINGS CAN BE SAID
ON BASIS OF

- EXEC COMM
- INFERENCE FROM THE SESSIONS
- RAPPORTEURS DISCUSSIONS OUTSIDE SESSIONS
- CONTENTS OF SUGGESTIONS BOX -- BUT ONLY 3 CONTRIBUTIONS RECEIVED
 - (*HOW TO READ THAT? LACK OF INTEREST, DISAGREEMENT OR NOT SURE HOW TO ANSWER?*)
- NB WEB SITE OPEN FORUM FOR IDEAS

I THINK WE CAN CONCLUDE THAT

1) FRESH THINKING IS NEEDED ON

- WHAT FUNCTIONS OF GOVERNANCE ARE ESSENTIAL FOR DEVELOPMENT
- HOW CAN GOVERNANCE REFORM BE ASSISTED THROUGH AID

2 IAS IS A UNIQUE RESOURCE FOR THAT THINKING BECAUSE IT

- SPANS PRACTITIONER/ACADEMIC
- HAS GLOBAL/REGIONAL STRUCTURE

3) A GOOD OPERATIONAL POLICY PAPER WOULD BE WELCOMED

- THIS PROJECT COMES AT A VERY APPROPRIATE TIME WHEN THERE IS A DEMAND FOR NEW IDEAS AND APPROACHES
- IT FITS WITH THE THRUST OF IAS'S REINVENTION OF ITSELF WITH A COMMITTED EXECUTIVE COMMITTEE AND A DYNAMIC NEW DIRECTOR-GENERAL

IN SHORT I THINK THE MOMENT IS RIGHT

**THEREFORE MY TENTATIVE RECOMMENDATION IS THAT
IAS SHOULD PURSUE THE PROJECT IDEA
AND LAUNCH THE ANKARA PROCESS**

BUT

IT NEEDS A LOT MORE THOUGHT
AS WAS MADE CLEAR IN THE CONFERENCE

RISKS

- RISKS ARE HIGH
 - POLITICALLY CHARGED ISSUE; IT WILL BE DIFFICULT TO PROTECT SCIENTIFIC NEUTRALITY OF INSTITUTE
 - ADDRESSES MANY STRONG VESTED INTERESTS (NOT LEAST "AID TO GOVERNANCE" INDUSTRY IN THE NORTH)
 - REQUIRES INNOVATIVE, OUT-OF-THE-BOX THINKING
 - IT MUST BE MULTIDISCIPLINARY, NOT LIMITED TO ADMINISTRATIVE SCIENCE
 - MAY RECEIVE ONLY WEAK INTEREST OR TAKE UP OF OUTPUT
 - TIMESCALE FOR RELEVANCE AND WINDOW OF DEMAND IS TIGHT, AND OTHERS ARE ALSO WORKING ON THE ISSUES
 - REQUIRES POLICY THINKING AND ADVOCY

ALL OF THIS DEMANDS A HIGH LEVEL OF INNOVATION AND ATTENTION FROM A BODY THAT IS ALREADY IN THROES OF RADICAL CHANGE WITH A TEAM STILL IN CONSTRUCTION

I THINK RISKS CAN BE MANAGED, BUT I WOULD STRONGLY RECOMMEND

DON'T START UNLESS REASONABLE CHANCE OF SUCCESS

IF YOU DO GO AHEAD, THERE ARE A SERIES OF ISSUES TO ADDRESS

- YOU WILL NEED TO WORK HARD BEFORE GOING FURTHER
- YOU WILL NEED TO DESIGN A PROJECT WHICH MEETS THE GOALS BUT IS IN YOUR PRODUCTION CAPACITIES
- IN SHORT, IF I MAY COIN A TERM,
DO NOT GRINDLE YOURSELVES – IE OVERLOAD YOUR AGENDA

CONTENT

YOU NEED TO DO A LOT OF WORK TO DEFINE THE TOPICS
SOME OF THE ISSUES WERE DISCUSSED BUT NOT AS A POTENTIAL
RESEARCH AGENDA

SINCE NOT DISCUSSED, I INFER AND INVENT SOME IDEAS

I SUGGEST 3 AREAS COULD BE DEFINED AND LOOKED AT SEPARATELY
ALTHOUGH IN THERE WILL NEED TO BE BRIDGES BETWEEN THEM

- **GOVERNANCE FOR DEVELOPMENT**

I REFER TO REPORT OF PROF. DE VRIES

- WE NEED TO BETTER UNDERSTAND WHAT BASIC INSTITUTIONS ARE NECESSARY FOR GROWTH
- WHAT SHOULD BE IN THE “SHRUNK” AGENDA
- WHAT ARE THE HISTORICAL PATHWAYS
- WHAT DOES WORK IN POORER COUNTRIES WITH WEAK STATES (LOCAL, UNASSISTED SUCCESS STORIES)
- HOW SHOULD THE RECOMMENDATIONS OF THE “GROWTH COMMITTEE” (GROWTH IS THE BEST WAY TO RELIEVE POVERTY) BE TAKEN INTO ACCOUNT WHILE RECOGNISING DISTRIBUTIONAL (EQUITY) ISSUES
- IN OUR DEFINITION OF SCOPE (“GOVERNANCE”) WE MUST INCLUDE POLITICAL SYSTEMS AND SECURITY ISSUES

- **DEVELOPMENT (NOT REFORM) OF GOVERNANCE**

HERE I MAKE A PLEA FOR A CHANGE IN TERMINOLOGY WHICH REFLECTS A MAJOR SUBSTANTIVE CONCERN – COMPLEX SYSTEMS DEVELOP (EVOLVE). AS OUR COLLEAGUE FROM BRAZIL SAID -- THERE HAS BEEN CHANGE AND THERE HAVE BEEN REFORMS, BUT NOT SURE THAT THEY ARE CONNECTED
“REFORMISM” IS A DYSFUNCTIONAL AND OUTMODED CONCEPT – THE VERY STRUCTURE OF REFORM PROJECTS MAY EXPLAIN MANY OF THE FAILURES OF GOVERNANCE REFORM (IN ALL COUNTRIES) AND OF ASSISTANCE

- HOW DO SYSTEMS OF GOVERNANCE DEVELOP?
- WHAT EFFECT DO REFORMS HAVE
- HOW CAN EVOLUTION BE CONSTRAINED, ACCELERATED, ORIENTED?
- SEQUENCING PRIORITISATION ETC
- WHAT ARE THE DYNAMICS OF REFORM IN PARTICULAR AREAS OF GOVERNANCE (ESPECIALLY SECURITY)
- HOW CAN LEARNING BE FACILITATED

- **AID TO GOVERNANCE DEVELOPMENT AND NEW PARTNERSHIP BASED ON MUTUAL INTERESTS**

HERE I WANT TO ECHO THE REMARKS OF MINISTER MOLEKETI – THE DONOR/BENEFICIARY TERMINOLOGY IS OUTMODED AND PATRONISING. I WOULD GO FURTHER AND SAY THAT THIS ALSO APPLIES TO INTER- PERSONAL RELATIONSHIPS. WE BUREAUCRATS (EVEN IF WE ARE INTERNATIONAL) SHOULD NEVER FORGET THAT WE ARE JUST BUREACRATS, WITH NO DEMOCRATIC LEGITIMACY.

OUR COUNTERPARTS ARE OFTEN MINISTERS AND, HOWEVER POOR AND AID-DEPENDENT THE COUNTRY, WE OWE THEM THE RESPECT THAT WE WOULD ACCORD A MINISTER IN OUR OWN COUNTRY. THAT RULE MAY BE OBVIOUS BUT IT IS NOT (ALWAYS) OBSERVED, AND WHEN IT IS NOT, IT UNDERMINES OUR LESSONS ABOUT DEMOCRACY.

- REDEFINITION OF OWNERSHIP AND HOW TO MAKE IT REALITY
- RETHINKING OF AID MANAGEMENT TECHNOLOGIES AND MOVE TO A SERVICE MODEL
- IMPROVEMENT IN THE ANALYSIS OF CONTEXT AND ITS INCORPORATION INTO DECISION MAKING
- DEVELOPMENT OF FEEDBACK LOOPS AND LEARNING
- THIS AREA ALSO INCLUDES THE GOVERNANCE OF AID (SEE REPORT OF PROF. BOZKURT) AND ESPECIALLY ITS DEMOCRATIC DEFICIT AND QUALITY

END GAME

PRODUCT

- I WOULD RECOMMEND A POLICY PAPER (NOT A “DECLARATION”) – PERHAPOS IAS COULD PRODUCE A **WHITE PAPER ON “GOVERNANCE FOR DEVELOPMENT”**
- THIS SHOULD BE PRECEDED BY POLICY PAPERS ON SECOND TIER TOPICS (EG SECURITY REFORM)

MARKETING

- BACKED BY REPUTATION OF INSTITUTE
- PUBLICISED WIDELY AND SUBMITTED TO APPROPRIATE INSTANCES (GOVERNMENTS, INTERNATIONAL INSTITUTIONS ETC)

YOU WILL NEED TO THINK THROUGH TARGETING AND CO-OPTATION STRATEGIES FROM THE BEGINNING

AND ALSO DEVELOP A COMMUNICATIONS STRATEGY TO ENSURE OPENNESS AND CONTRIBUTIONS (E.G. WIKIS, TOWN HALL MEETINGS ETC)

THIS IS ANOTHER AREA WHERE THE INSTITUTE HAS LIMITED EXPERIENCE

AND ALL THIS WILL BE USELESS UNLESS YOU HAVE A PRODUCT

PRODUCTION PROCESS

I WOULD LIKE TO SHARE MY VIEWS ON THIS CONFERENCE

IN THE PROPOSAL, SUCH COINFERENCES WERE TO BE AN ESSENTIAL ELEMENT OF THE PRODUCTION PROCESS

DO NOT TAKE THESE REMARKS AS NEGATIVE -- THE CONFERENCE FULFILLED VALUABLE FUNCTIONS

MY REMARKS ARE MORE A REFLECTION OF MY IGNORANCE OF BEFORE THE MEETINGS

YOU TO DECIDE IF ACCURATE AND IF THEY ARE PARTICULAR TO THIS EVENT

- PAPERS NOT ALL OF QUALITY NEEDED
- PAPERS NOT SUFFICIENTLY TARGETTED
- POSSIBILITY OF DIRECT SCIENTIFIC ADVANCE IN CONGRESS LIMITED
- NOT ALL PARTICIPANTS FULLY COMMITTED

LEADS ME TO CONCLUDE **YOU NEED A PARALLEL PROCESSES**

- HIGHLY STRUCTURED AND DRIVEN POLICY ANALYSIS AND DEVELOPMENT PROCESS
- REGIONAL BASED WITH STRONG CENTRAL CO-ORDINATION
- SUBMISSION FOR CONTRIBUTIONS AND QUALITY CONTROL TO IIAS MEETINGS/NETWORKS
- PARALLEL USE OF IIAS TO ENGAGE A WIDER AUDIENCE FOR INPUTS AND COMMENTING

ALL OF THIS REQUIRES

- HIGH VISIBILITY, HIGH SUBSTANCE LEADERSHIP FROM THE SOUTH
- STRONG SCIENTIFIC COMMITTEE
 - (NB MEMBERS NOT LIMITED TO EXECUTIVE COMMITTEE)
- STRONG QUALITY CONTROL
- FULL SUPPORT RESOURCES
- PROFESSIONAL GOAL DRIVEN (COMMISSIONED) RESEARCH PROGRAMME
- NETWORKED WITH MAIN PLAYERS (OECD. WB. UN. ETC)
- REGIONAL NETWORK INVOLVEMENT (INCLUDING OF VPS) (BUT NOT RESPONSIBILITY FOR PRODUCTION)
- INVOLVEMENT OF EXECUTIVE COMMITTEE FOR LEGITIMACY AND CONTROL
- MONEY

FINANCING

THIS WILL NOT BE CHEAP AND MUST BE EXTERNALLY FUNDED
RESOURCES SHOULD BE AVAILABLE

IF SPONSORS APPROACHED PROFESSIONALLY
(WB, OECD, BILATERALS, FOUNDATIONS...)
HOWEVER, THIS IS ANOTHER AREA OF INNOVATION FOR THE INSTITUTE

NEXT STEPS

NB THIS HAS TO BE DONE QUICKLY

1. ENGAGE (AT LEAST MORAL COMMITMENT) PROJECT LEADER
2. SET UP SCIENTIFIC COMMITTEE
3. PREPARE PROJECT PROPOSAL TO BE AGREED BY PRC AND EXEC COMM
4. APPROACH FUNDERS
5. RECRUIT SUPPORT STAFF (PROJECT MANAGER)
6. VISIT REGIONAL NETWORKS TO WIN ENGAGEMENT AND IDENTIFY EXPERTISE

CONCLUSION

THESE WERE SOME FIRST THOUGHTS

SUCCESS DEPENDS ON INSTITUTE AND THAT MEANS BRUSSELS AND MEMBERS

IN 5 YEARS I HOPE THE ANKARA PROCESS WILL PRODUCE CHANGE IN GOVERNANCE FOR DEVELOPMENT AND IN AID POLICY

AND I HOPE EACH OF YOU WILL BE ABLE TO SAY

“I WAS THERE AT THE BEGINNING”