

Improving governance: *the OAS and the strengthening of local public management and citizen participation*

UWI final ARIAL Regional Seminars:
“Sharing Good Practices: Local Government Associations Engaged
in Political Dialogue”

Port of Spain, Trinidad and Tobago

*Department for Effective Public Management
Secretariat for Political Affairs*



Organization of
American States



Overview

- About the OAS
- Challenges for Local Governments (LGs) and impact on Democracy
- The OAS and the Local Governments
- The Local Government: Core of Governance
- Effective Public Management and LGs
- Conclusions



Organization of American States (OAS)

- Principal political forum of the Americas
- Conformed by 35 Member States
- GS Works for its Member States to promote among others: Governability, Human Rights, Peace and Security, Citizen Participation, and Technical Cooperation.
- Its Agenda is establish by:
 - Presidential Meetings – **Summit of the Americas**
 - General Assembly – **Ministers of Foreign Affairs**
 - Ministerial Meetings – **Multiple sectors**
 - Permanent Council – **Ambassadors to the OAS**
- GS Composed of 6 Secretariats and specialized bodies.



SPA – Secretariat for Political Affairs

- Mission: to contribute to the strengthening of political processes of its member states, in particular to the preservation of democracy as the best option for peace, security and development.
- Composed by:
 - Department for Effective Public Management - DEPM
 - Department for Electoral Observation
 - Department of Special Missions and Democratic Sustainability
- Areas of the DEPM
 - Inter American Cooperation Mechanism for Effective Public Management (MECIGEP)
 - Transparency and Integrity
 - Civil Registry: Universal Civil Identity Program in the Americas (PUICA)
 - E-Government
 - Municipal Public Management Modernization



DEPM – Department for Effective Public Management

- Mission: contributing to more effective, transparent, and participative government for the “effective exercise of democracy” (Article 2, 4, 6 of the Inter American Democratic Charter)
 - Provides support to OAS Member States in matters of public management through strengthening democratic institutions. This includes technical assistance projects in modernization of municipal management, organizational design and results based management; implementation of information and communication technology (ICT) to public sector operation; training programs and mechanisms for dialogue and experiences exchange that promote horizontal cooperation.



Challenges for Local Governments and impact on Democracy

- Provide services effectively to citizens and corporate bodies
 - Citizens' trust in their local government is strongly influenced by their evaluations of local services – LAPOP 2012 chapter 5.
- Understanding the municipalities' realities
 - The contribution of decentralization policies to strengthening of democracy depends on appropriate evaluation of each context .
- Limited human and financial resources
 - Lead to poor performance and delivery = citizens dismay.
- Promotion of inclusive dialogue
 - Limited engagement of civil society in policy making or implementation may lead to citizens unrest.

Who could be an agent to promote improvements?

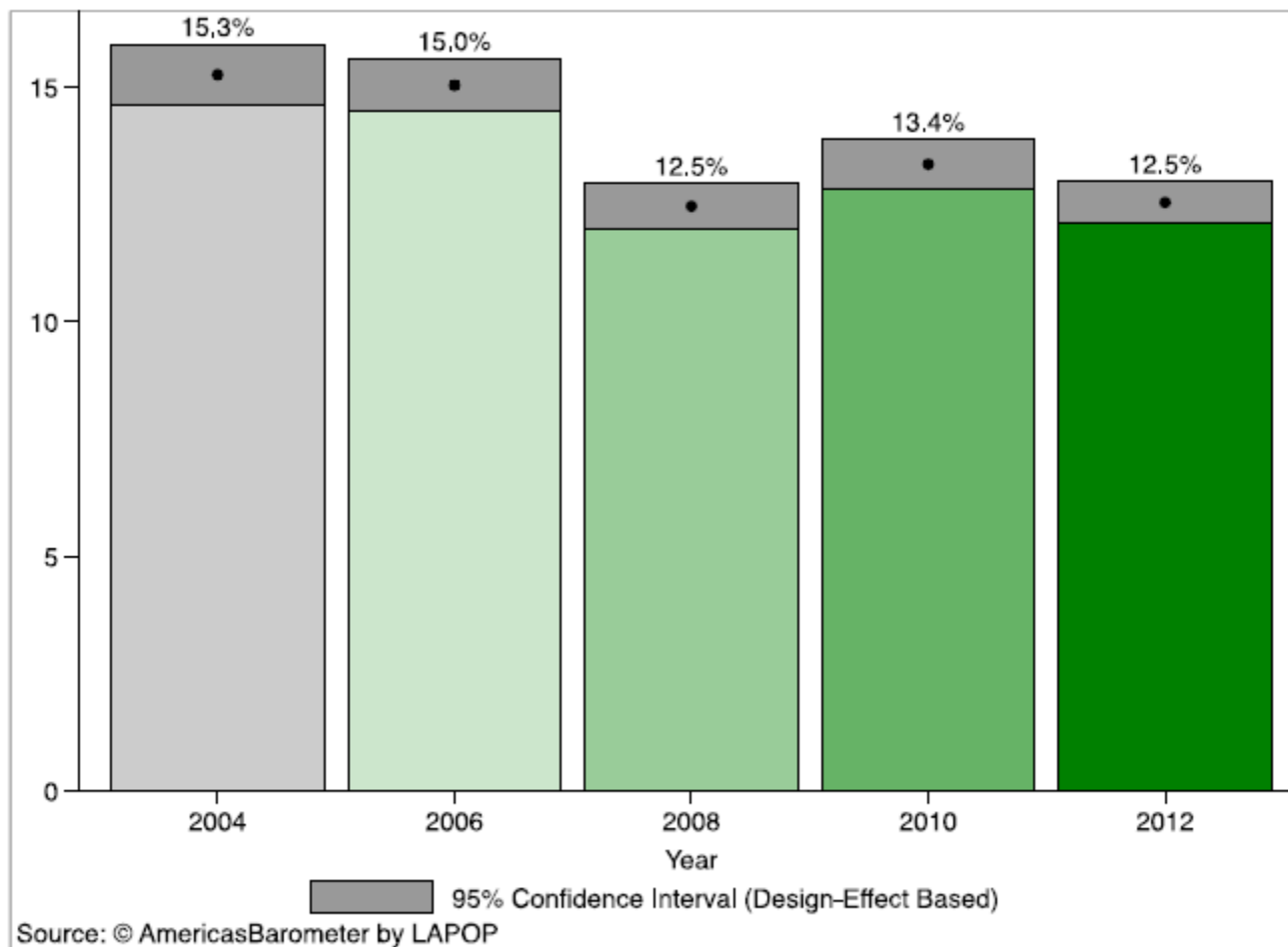


Figure V. 3. Demand Making on Local Government over Time

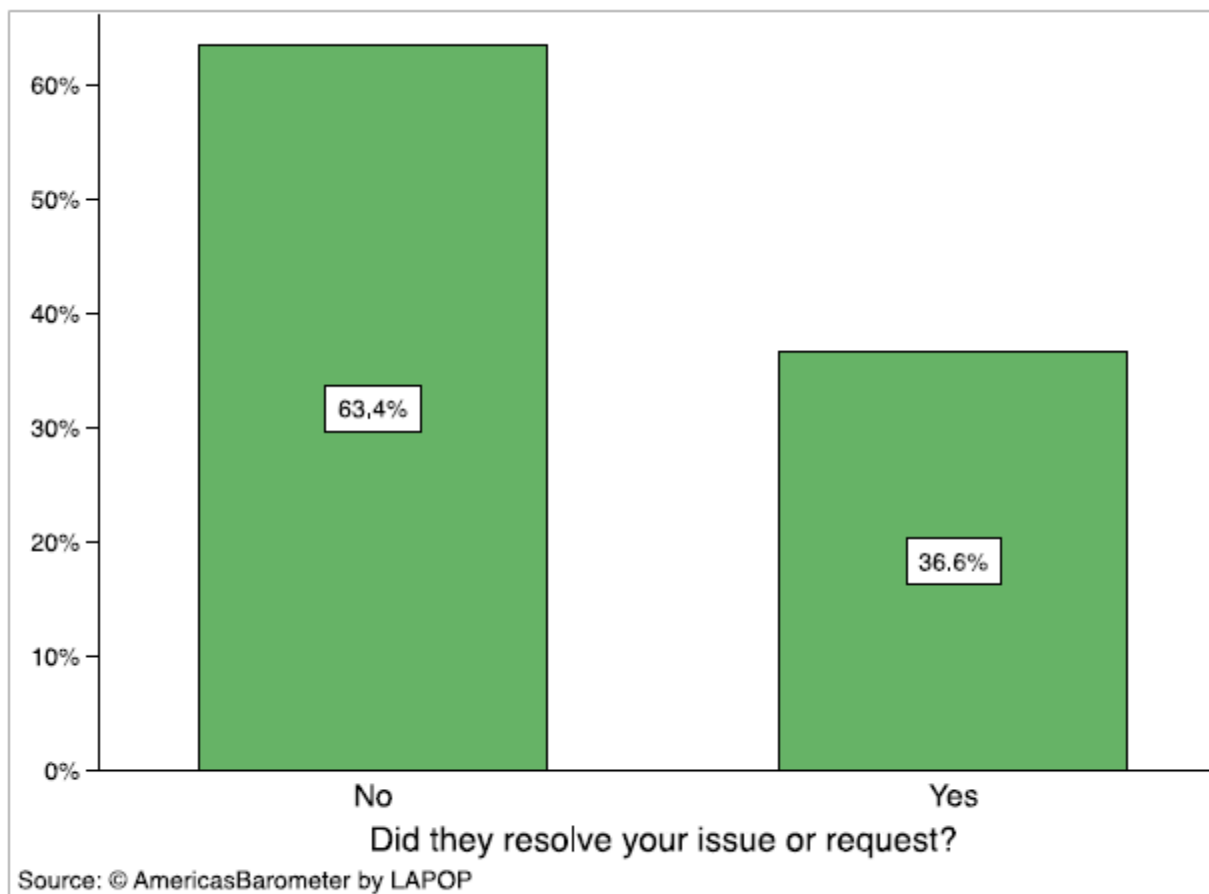


Figure V. 5. Resolution of Demands Made on Local Government

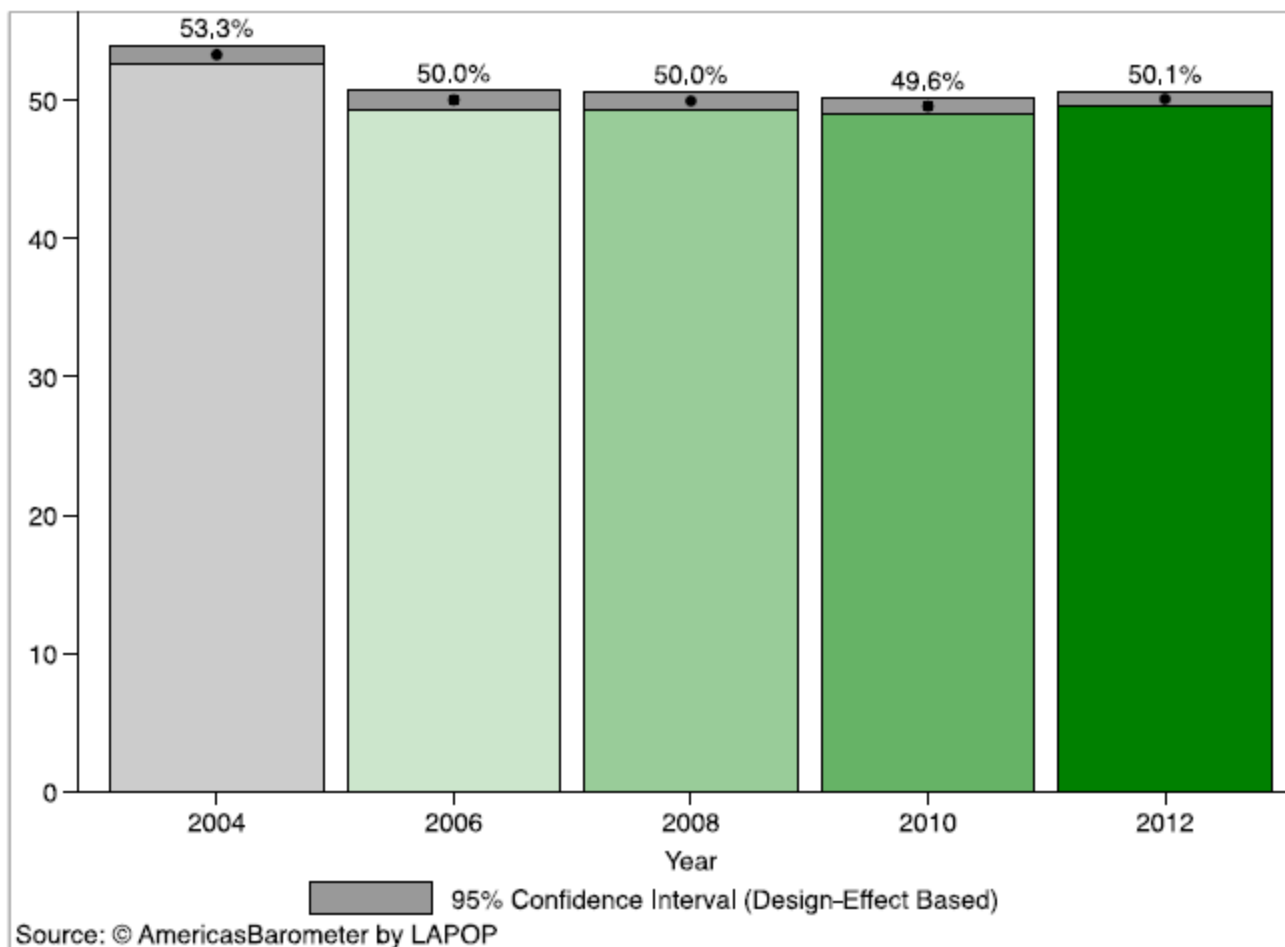


Figure V. 15. Trust in Local Government over Time



Today's Citizen, Local Government and Democratic Governance

- The citizen of the knowledge based society era
 - Concerned (particularly new generations)
 - Quick
 - Better informed
 - Better equipped and mobile
 - Demanding
- A citizen that understands its local environment better



The OAS and the Local Governments

- AG/RES. 1901 (XXXII-O/02)
DECLARATION OF LA PAZ ON DECENTRALIZATION AND ON STRENGTHENING REGIONAL AND MUNICIPAL ADMINISTRATIONS AND PARTICIPATION OF CIVIL SOCIETY
(Adopted at the fourth plenary session held on June 4, 2002)
http://www.oas.org/juridico/english/ga02/agres_1901.htm
- AG/RES. 1993 (XXXIV-O/04)
PLAN OF ACTION OF MEXICO CITY ON DECENTRALIZATION AND ON STRENGTHENING REGIONAL AND MUNICIPAL ADMINISTRATIONS AND CIVIL SOCIETY PARTICIPATION
(Adopted at the fourth plenary session held on June 8, 2004)
https://www.oas.org/XXXIVGA/english/docs_approved/agres1993_04.asp
- **RIAD: High-Level Inter-American Network on Decentralization, Local Government, and Citizen Participation**
- **MuNet (Efficient and Transparent Municipalities)**



Local Governments: *core of governability*

- 79.9% of population, 464 million people lives in urban areas in Latin America and the Caribbean.
- Is the Government's entry point for citizens.
- Place for most citizens transactions and interaction.
- Gathers culture and people's similar social values.





The DEPM and the support to Local Governments

- MECIGEP

a space for dialogue and learning among member states through an Inter-American forum on their public sector institutional reforms with the objective of enhancing the effectiveness of public management for development.

- Topics covered by the MECIGEP are:

- + Public Budgeting
- + Professionalization of Civil Service
- + Coordination of Intra/Inter Ministerial
- + Evaluation of Policies and Programs
- + Regulatory framework for competition
- + Transparency and accountability
- + Information and Communication Technologies
- + Quality of Public Services
- + Citizen Participation in Public Policy



The DEPM and the support to Local Governments

- Municipal Modernization Program

The Program provides technical assistance and tools for the improvement of public management at the local government level in areas such as:

- e-Government
- Strategic Management
- Organizational design
- Result base Management

International Seminar

Municipal Management Modernization
Municipal Efficiency and Transparency for Governance on behalf of Citizen

May 30-31, 2013
Guadalajara, Jalisco Estate - México

Organization of American States

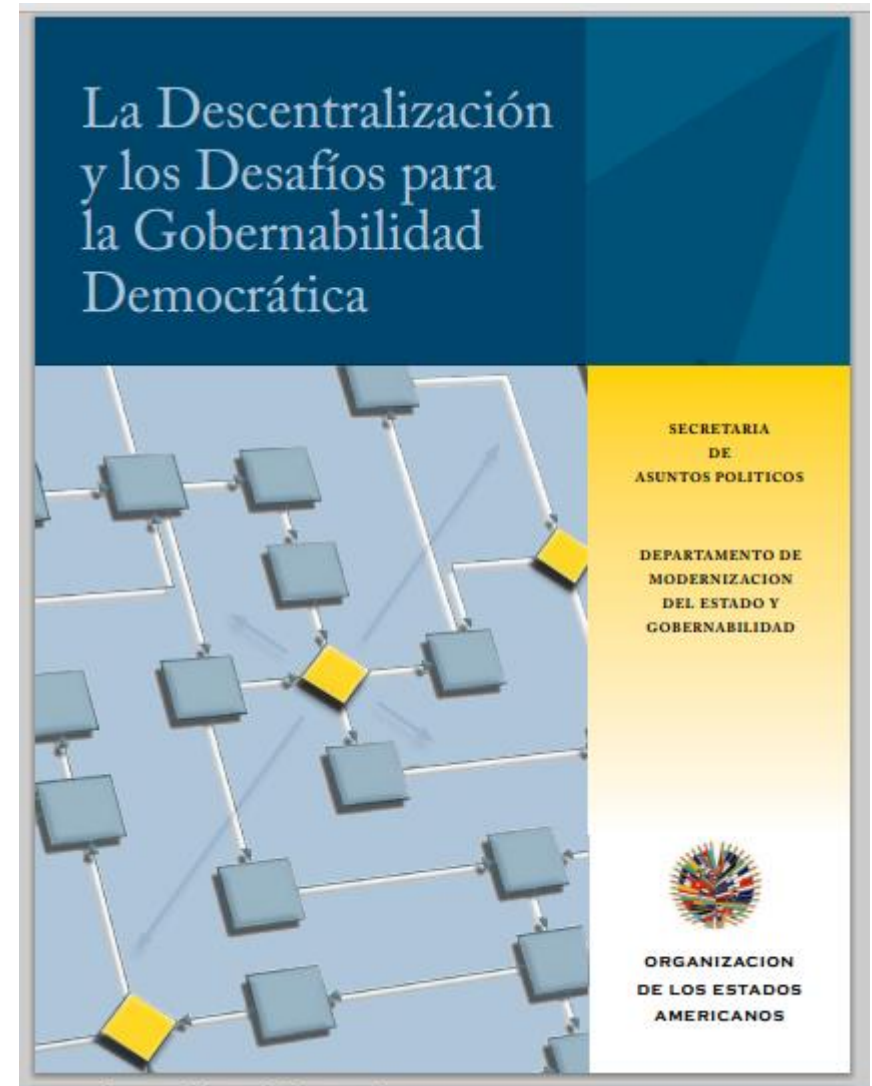
CAF

JALISCO



Some conclusions

- Inadequate resources undermines the ability of local authorities to fulfill expanding responsibilities.





Some conclusions

- Weak broad coordination has a negative impact on effectiveness and efficiency in formulating and implementing public policy; thus, governability.





Some conclusions

- Local Government institutional weakness continue to undermine democratic governance





Some conclusions

- The effectiveness of decentralization policies is reduced if the context of each particular case (LG) is not taken into account.





Some conclusions

- Municipal Management Modernization continues to be essential to improve democratic governance
- Aligned to OAS' resolutions, local government/municipal associations have shown to be valid and articulated agents to promote public management modernization.



Strategies needed on:

- Systematic local/central dialogue and policy coordination.
- Strengthening of local management, with technical support and administrative capacity, and performance indicators.
- Sustainable financial mechanisms for decentralized administrations.



Thank you

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