Good Governance for Public Service Delivery in Local Communities: Lessons from Two Cases

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May 27, 2007
Mega-trends in Governance

- Government to Governance
- Glocalization
  - Globalization + Localization
- Public Service Delivery
  - 3Cs: Competition, Competence, Collaboration
  - 3Ps: Participation, Partnership, Performance
- Good Governance = Efficiency (growth) + Equity (Democracy) = Sustainable
Compelling Agenda in Good Governance

- Governance → Who? → Actors → Framework
- Accountability → For Whom? → Perspective
- Participation → How? → Process
- Performance → What? → Quality
Conceptual Map for Good Governance

- Participation
- Good Governance
- Performance
- Accountability

Speed Conflict
+ or -

+ or -
Basic Services and Governance

- Basic Services to Citizens
  - Water
  - Community Outreach Program
  - Nutrition
  - Child Healthcare
  - Daycare
  - Disaster Management
  - Social Welfare

- Decentralized local governance-competition and cooperation ➔ Beyond jurisdictions
Inter-governamental Decentralization / Inter-sectoral Decentralization

- Objectives of Decentralization
  - Enhancing efficiency and responsibility
  - Improving governmental performance

- Types of Decentralization
  - Inter-governamental Decentralization (IGD): from central/federal government to state/local government
  - Inter-sectoral Decentralization (ISD): from local government to nongovernmental organizations (NGOs)
Analytic Framework

- Decentralization through Inter-sectoral Collaboration
- Snavely and Desai (2000): Three social functions of politics, policy, and economy will be maximized when the local government and NGOs interact
- Decentralizations and Partnerships for Public Service Delivery
Inter-sectoral Collaboration

- Institutional Choice and Sectors in a Society (Weisbrod, 1988)
- New Managerialism and Governance by Proxy (New Public Management, Kettl)
- Collaborative Management for Public Services (Agranoff and McGuire, 2003)
- Institutional Collective Action for Metropolitan Governance (Feiock, 2004)
- Complementary Social Roles between Government and NGOs (Snavely and Desai, 2000)
  - Complementary Roles in Politics: social capital, contentious political actions
  - Complementary Roles in Policy: policy formulation and service delivery
  - Complementary Roles in Economy: economic development
Conceptual Framework

Moving Forces:
Neomanagerialism
Efficiency, Result-oriented, Customer Satisfaction

Decentralization through inter-governmental

Decentralization through Inter-sectoral Collaboration ➔ Governance

Public Sector

Nonprofit Sector
## Complementary Political, Voluntary Service, and Policy Roles of NGOs

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<thead>
<tr>
<th></th>
<th>Nonprofit Sector</th>
<th>Intersectoral Collaboration: Complementary</th>
<th>Public Sector</th>
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<tbody>
<tr>
<td><strong>Politics</strong></td>
<td>Civil Society Democratic/Social Movement</td>
<td>Social Capital Contentious Political Action</td>
<td>Grassroots Democracy</td>
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<td><strong>Policy Formulation</strong></td>
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<td><strong>Policy Implementation</strong></td>
<td>Innovation/Experimentation Private</td>
<td>Joint Service Delivery (Partnership)</td>
<td>Decentralization/Local</td>
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<td>Contracting-out</td>
<td>Autonomy</td>
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Two Models for Inter-sectoral Collaboration for Social Service

- Expansion: Program Design Model (NEWSED)
- Diffusion: Network Design Model (FCB)
Expansion Model: NEWSED
In-house Program Design Model

NEWSED

Community Organizations

Community Organizations

Community Organizations

Resources

Resources

programs

programs

programs
Diffusion Model: FCB
Network Design Model

Resources

FCB

Programs
Community Organizations

Programs
Community Organizations

Resources
New East Side Economic Development Community Development Corporation (NEWSED) in Denver, USA

– CDCs in late 1960s
– Established in 1974 in the Senta Fe Area (housing and redevelopment)
– Veronica Barela, Executive Director
– Casey Foundation Program (1996-2001)
– Housing, counseling, youth services, employment, training, arts and culture, economic development, etc.
– “to promote and develop economic and community programs and projects that raise the income, educational, political levels of West Denver residents” (NEWSED, 2001)
Fundacion Communitaria del Bajio (FCB) in Irapuato, Mexico

- Economic Crisis in 1982 → Growth of NGOs
- Established in 1997
- Adriana Cortes Jimenez, Executive Director
- Housing, community development, employment, training, economic development, childcare, etc.
- “To raise and channel resources to promote and strengthen local development through creating and encouraging ties between, and the participation of, civil society, government, and the private sector so that we may achieve together the well-being of the community” (FCB, 2001)
Resources

- **NEWSED:**
  - Mayor’s Office of Economic Development (MOED)-Youth Opportunities
  - Mayor’s Safe City Program-School to Work
  - Annie E. Casey Foundation

- **FCB**
  - Mexican federal government (Ramo 33)
  - Local government (Ramo 26)
  - International support
Politics

- NEWSED
  - NEWSED Board Members from the community ethnic representation (50% from residents)
  - PODER Advisory Council (PAD)
  - Community leadership program (YO!)

- FCB
  - Various Representation: Universities, NGOs, governments, and informal groups
  - PADIC/Proyeto San Juan
Social Service Delivery

- **NEWSED**
  - PODER (Leadership Development Program, LA Gente, and School-to-Work Transition Program)
  - Youth Opportunity Movement (YO!)- (Age 12-24) GED Preparation, Job Training
  - Human Services Program (PATCH)
  - PODER: Providing Counseling Services for Mental Health, Drug and Alcohol Abuse, and Domestic Violence,

- **FCB**
  - PADIC
  - People’s Kitchen Program
Economic Development

• NEWSED
  – Santa Fe Drive Redevelopment Corporation (SFDRC) in collaboration with the City of Denver—Neighborhood Business Revitalization District (NBRD)/ Santa Fe Art District
  – Housing Development

• FCB
  – PADIC-San Juan Project
  – Job Training Program-linked with multi-national Corporations
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<th>Political Dimension</th>
<th>Policy/Program Dimension</th>
<th>Economic Development Dimension</th>
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<td><strong>NEWSED:</strong></td>
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<tr>
<td>Strength</td>
<td>Informal and formal channels for political mobilization</td>
<td>Right-oriented</td>
<td>Large-scale/ physical/ infrastructure-oriented community development (SFDRC)</td>
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<td>Collaboration with university for community leadership</td>
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<td>Partnership with the city government</td>
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<td><strong>Weakness</strong></td>
<td>Top-down approach</td>
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<td></td>
<td>Exclusive program formulation</td>
<td>Relatively passive involvement of community organizations for NEWSED’s in-house programs</td>
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<td><strong>FCB:</strong></td>
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<td>Strength</td>
<td>Bottom-up approach</td>
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<td>Small-scale</td>
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<td>Participative program formulation through networks</td>
<td>Shared ownership of various programs with community organizations</td>
<td>Human capital-focused community project</td>
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<td>Capacity for leverage</td>
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<td><strong>Weakness</strong></td>
<td>Lack of citizen mobilization; Focused on collaboration among community organizations</td>
<td>Apolitical; Service-oriented</td>
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## Participation, Performance, Accountability for Governance and Basic Services

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<td>Movement</td>
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<td><strong>Policy Implementation</strong></td>
<td>Joint Service Delivery</td>
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<td>(Partnership, Co-production)</td>
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Conclusions

• Governance and Decentralization
  – Inter-governmental collaboration
  – Inter-sectoral Collaboration

• Participation, Performance, and Accountability

• Complementary Social Roles of Government and NGOs for Delivery of Basic Services

• Two Approaches for Inter-sectoral Collaboration
  – More Approaches for Sustainable Good Governance
New Challenges for Sustainable Good Governance:
Performance and Accountability

- **Multi-dimensions:**
  - Sectors: public, private, nonprofit
  - Levels of Gov.: central, local
  - Values: efficiency, equity, responsiveness, transparency ➔ participation, performance, accountability, etc.
  - Functional Areas: economic, political, social, cultural

- **Issues**
  - Financial sources
  - Decision-making and service delivery
  - Sustainable mechanism (local involvement and leadership)