CAPACITY BUILDING
IN CIVIC ENGAGEMENT

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Arab Regional Workshop UNDESA/NCFA/MoPIC/UNDP
Opportunities and Challenges of Civic Engagement in Socio-Economic Policies
Civic Engagement Definition

Capacity Building Definition

Capacity Building Needs and Issues

UNDESA Contribution: Tool Kit

On Civic Engagement in Public Policies
CIVIC ENGAGEMENT
DEFINITION

- Individual and Collective Actions designed to identify and address Issues of Public Concern

- Civic Engagement can take many forms: From Individual Volunteerism, Organizational Involvement to Electoral Participation

- It can include Efforts to:
  - directly address an issue
  - work with others in a community to solve a problem
  - interact with the institutions of representative democracy

CIVIC ENGAGEMENT
Civic Participation: 3 Levels

- **Information**: A one-way relationship in which Government disseminates information to citizens and clients.

- **Consultation**: A two-way relationship in which Government seeks and receives the views of citizens, clients or communities on policies, programmes or services that affect them directly or in which they may have a significant access.

- **Active Participation**: This recognizes & acknowledges a Role for Citizens and Clients in Proposing and/or Shaping Policy dialogue, Programme and Service Options.

Each of the 3 levels of engagement is appropriate in particular circumstances to achieve particular outcomes.
CIVIC ENGAGEMENT

Seven Phases

- **PHASE 1**: Designing and Planning the Engagement Process
  1. To clarify and decide on the engagement objectives
  2. To identify the issues to be addressed
  3. To decide on the desired levels of engagement
  4. To decide on the stakeholders to be involved

- **PHASE 2**: Mobilizing Stakeholders and Profiling Issues

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CIVIC ENGAGEMENT

Seven Phases

- PHASE 3: Prioritizing Issues & Reaching Stakeholder Commitment
- PHASE 4: Formulating Public Policies, Plans, Programmes and Projects
- PHASE 5: Implementing public policies, plans, programmes and projects
- PHASE 6: Monitoring and Evaluation process
- PHASE 7: Capacity-Building
CAPACITY BUILDING
DEFINITION

- Efforts aiming to develop Human Skills or Societal Infrastructures within a community or organization
- Capacity Building is needed to reduce the Level of Risk
- In extended understanding, Capacity Building also includes Development of Institutional, Financial, Political and Other Resources, such as Technology at Different Levels and Sectors of the Society

Source: [www.unisdr.org/eng/library/lib-terminology-eng%20home.htm](http://www.unisdr.org/eng/library/lib-terminology-eng%20home.htm)
PRESENT SITUATION
ISSUES TO BE ADDRESSED

- Poverty increase in particular in critical areas: Sub-urban, rural & less equipped zones \rightarrow Wider Gap Rich / Poor
- Urgent & Increased population needs for public & social services & specially for poor, disadvantaged, women, elderly
- Rural Exodus & Urban Explosion & Less Security
- Growing Environment Degradation & Bad Natural / Human Resource Management and Development (strong pressure)
- Slow Economic Growth, Increase of unemployment and Inflation
- Lack of funding for Basic Infrastructure, Social Services Environment & Economic Investment
PRESENT SITUATION
ISSUES TO BE ADDRESSED

I MBALANCE / DISPARITY between
- The Capital City & the Rest of the Country
- One or two developed region(s) & the other ones
- Urban, Sub-urban and Rural Areas

I MBALANCE for
- Population Distribution & Environment & Urbanization
- Economic Growth, Equipment & Infrastructure
- Amenities / Conditions of life, Job Creation, Gender, Income, Investment Opportunities & Social Services
CAPACITY BUILDING IN CIVIC ENGAGEMENT: Issues

GOVERNMENT AGENCIES

- Direction, Guidance and Leadership
- Enabling Environment for Participation
- National and Local Support
- Partnership
- Transparency
- Accountability
- Capacity
NGOs / CSOs / CIVIL SOCIETY

- People / Citizens’ representation
- Social dimension & Participation
- Accountability
- Implementation Capabilities
- Participatory Monitoring and Evaluation
- Participatory Budgeting
- Participatory Auditing
- Independence & Freedom
CAPACITY BUILDING
IN CIVIC ENGAGEMENT: Issues

ACADEMIA
- Research Support
- Validation of Methods & Results
- Partnership

PRIVATE SECTOR
- Growth Strategy Support
- Investment
- Partnership
CAPACITY BUILDING
IN CIVIC ENGAGEMENT: ISSUES

BILATERALS & MULTILATERALS
- Technical Support and Partnership
- Source of Funding

UN SECRETARIAT & REGIONAL COMMISSIONS
- Multisectoral Dimension
- Policy and Mandate
- Substantive, Operational and Administrative Support

UN AGENCIES
- Technical specialized Support
- Execution and Implementation Capabilities
- Representation & Linkages at country level & Funding

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DESA CONTRIBUTION TO CAPACITY BUILDING IN CIVIC ENGAGEMENT: A TOOL KIT

- A practical guide for Government, Civil Society, Private Sector and other Stakeholders and Partners

- It could be easily adapted to specific needs (Political, administrative, technological and financial realities) of each country or region & to different focus areas of engaged governance.

- It presents an Harmonized Approach & Logical Framework for Engaging Community through Information, Consultation, Brainstorming and Action for Cross Fertilization and Result-Oriented Partnership among All Stakeholders (Member States, NGOs, Civil Society, Citizens, Private Sector, International Community & UN).
A clear Step by Step Approach and Process about How to Build and Strengthen:

1. Civil Society / Government Dialoguing
2. Networking
3. Result-Oriented Partnership for Pro-Poor Policies, Socio-Economic Policies and MDGs

Based on:
- Innovative Techniques, Methods & Processes developed
- Best Practices experimented - Activities implemented
- Inputs allocated - Outputs and Outcomes obtained,
- Means provided - Lessons learnt
The Tool Kit in Engagement has been designed to address:

**FOUR KEY TRENDS / CHALLENGES**
- Globalization/Regionalization
- Information and Communication technologies (ICT)
- Sustainable Human Development / MDGs
  (Population /Urbanization /Environment /Poverty /Security /Peace)
- Democratization and Democracy (Participation /Decentralization /Partnerships and Engagements in Governance at All Levels)

**THE CONTEXT**
- The International Environment
- The Regional Environment
- The National Context

**THE INSTITUTIONNAL FRAMEWORK OF ENGAGEMENT**:
**FOUR PILARS**
- Citizens/ CSOs/CBOs/NGOs/ Academia/ Private Sector
- Parliament
- Government (at central, regional and local levels)
- Local Authorities

**FOUR FUNDAMENTAL QUESTIONS OF ENGAGEMENT**
- Why? Objectives
- Who? Stakeholders
- What? Content / Outcomes/Products
- How? Means / Processes for engagement
Participation
Decentralization
Engagement

Globalization
Regionalization

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CIVIL SOCIETY / GOVERNMENT ENGAGEMENT FOR PUBLIC POLICIES

GOVERNMENT

PRIVATE SECTOR

PARLIAMENT

CITIZENS

LOCAL AUTHORITIES

CSOs/CBOs/NGOs

ACADEMIA

PRIVATE SECTOR

Who?
CS/Gov
Stakeholders
Engage
Why?
Objectives
What?
Content
How?
Means/Processes
PP

PARLIAMENT

GOVERNMENT

LOCAL AUTHORITIES

CSOs/CBOs/NGOs

ACADEMIA

PRIVATE SECTOR

Government

CS/Gov
Engage
Stakeholders
Content
Why?
Objectives
What?
Means/Processes
PP

Why? Objectives
Who? Stakeholders
How? Means/Processes
What?

Globalization
Regionalization

CIVIL SOCIETY / GOVERNMENT ENGAGEMENT FOR PUBLIC POLICIES

ICT
CAPACITY BUILDING IN CIVIC ENGAGEMENT

**Why? Objectives**

**Who? Stakeholders**

**What? Content**

**How? Means / Processes**

C S / GOVT Engagement For Public Policies
Why?

- New Expectations of the Citizens
- National Development Objectives
- MDGs /Globalization /Regionalization
- Participatory Governance & Civic Engagement
Why ? NEW EXPECTATIONS OF THE CITIZENS

- Food/Peace/Security/Health/Human Rights
- Justice
- Equity / Involvement of All
- Better Conditions and Quality of Life
- Improved & Accessible Services for All
- Prosperous Environment for Investment & Employment, Participation & Development
Why? Country Objectives

Consensus on Realistic and Achievable Aims

- Poverty Alleviation
- Sustained Economic Growth
- Environment Protection & Development

Economic / Social / Sustainable / Human & Harmonious Development
WHY? MDGs

Millennium Development Goals

Poverty and Hunger
Primary Education
Empower Women
Child Mortality
Maternal Health
HIV/AIDS and other Diseases
Partnership for Development
Environmental Sustainability

By 2015
189 Member States
Why promoting civic engagement? What are the objectives?

What are the issues to be addressed?

What type of processes to develop?

Do we need to develop skills? In which fields?

How will training be delivered (Methodology: participatory, interactive, adult/experiential learning, etc.)? For Whom?

What is the Planning Process? (what are the steps; needs assessment, test and adjust it before conducting training)

Is Evaluation necessary? Is Feedback important? Why?

What will be the direct effect and long-term impact?

What will civic engagement achieve and produce?

What are the activities and resources needed?

What are the external factors?
Relevant Stakeholders include all those:

- Who are affected by or could significantly affect a priority issue
- Who possess information, resources and expertise needed for strategy formulation, implementation, evaluation & follow-up
- Who control implementation instruments
CAPACITY BUILDING
IN CIVIC ENGAGEMENT: How?

CLEAR PROCESSES: STEP BY STEP APPROACH

Planning Stage

1. To decide on the desired Levels of Engagement
2. To clarify the Engagement Objectives
3. To decide on the Stakeholders to be involved
4. To decide on the Issues to be addressed

Involving stakeholders in the planning stage will help create a sense of Ownership of the issue and Enable clients, citizens, communities and government to Work Together to determine the Most Appropriate Approach to engagement.
CLEAR PROCESSES: STEP BY STEP APPROACH

Planning Stage

5. To establish clear Procedures and Processes based on the country specific context, objectives and needs assessment studies

6. To select and adopt Adapted Methods & Techniques for each level of engagement: information, consultation and active participation

7. To prepare Practical Arrangements for Capacity Building and Training programmes and activities for all & by All
CAPACITY BUILDING IN CIVIC ENGAGEMENT: How?

CLEAR PROCESSES: STEP BY STEP APPROACH

Implementation Stage

1. To secure the means and the budget
2. To implement the training activities
3. To adapt to changing circumstances
4. To engage in joint activities
5. To renew interest, commitment & relationship
6. To enhance networking
7. To build and strengthen multistakeholders partnerships
CAPACITY BUILDING
IN CIVIC ENGAGEMENT: How?

CLEAR PROCESSES: STEP BY STEP APPROACH
Evaluation & Follow-up Stage

1. To evaluate the work accomplished and results
2. To draw up the lessons learned
3. To report, ask for feedback and propose to improve the process
4. To promote multistakeholders’ follow-up and partnership activities, projects and programmes
5. To share positive and negative experiences: Website, newsletters, CDs, publications, etc.
Conditions of Success

- **Quality Approach**: Demand driven and not Supply driven
- **Social Mobilization**: Common Understanding - Consensus on Issues, Aims, Approaches, Processes, Techniques & Results / Outcomes
- **Comprehensive Capacity Building Approach**: with emphasis on Human Resources Development & Institution Building & Sustainability for All Stakeholders
- **Strategic Planning and Sound Use of ICT**
- **Enabling Environment at All Levels**: INSTITUTIONALIZATION of CIVIC ENGAGEMENT
- **Result-Oriented Networking**: WIN/WIN for ALL (ARCEN)
- **Funding & Partnership**
Recommendations
Technical Cooperation/South-South & Arab Cooperation

To strengthen:

- **Exchange of Innovative Experiences/ Best Practices**
  on Institution Building / HRD / Planning / Implementation / Evaluation / Audit for ESSHD & MDGs

- **Learning/ Training**
  on Innovative Approaches, Techniques, Methods & Processes
to design, implement and monitor Comprehensive Strategies for Civic Engagement inPublic Policies for Poverty Alleviation, Sustained Economic Growth & SHD

- **Development of Learning Material & NETWORKING**

- **Design / Implementation of Pilot joint Projects / Programmes**
  for SHD at all levels & for All & by All

AWARDS