



# CESAQ

## Citizen Engagement Self-Assessment Questionnaire

Name \_\_\_\_\_

Organization \_\_\_\_\_

Policy Sector \_\_\_\_\_

Position \_\_\_\_\_

Please check whichever apply:

- You are a specialist with a legal background.
- You have experience in public administration reform initiatives.
- You have experience in citizen engagement.
- Other \_\_\_\_\_

E-mail \_\_\_\_\_

Country \_\_\_\_\_

# INTRODUCTION

Goal 16 of the 2030 Agenda for Sustainable Development calls for the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all and building effective, accountable and inclusive institutions at all levels. Specifically target 16.7 addresses the need for responsive, inclusive, participatory and representative decision-making.

Engagement in decision-making has an intrinsic value for people to exercise their civic rights. At the same time, it is instrumental for public institutions to better formulate policies and improve service delivery through responding to people's needs and concerns. In this connection, the United Nations Department of Economic and Social Affairs (UNDESA) developed the Citizen Engagement Self-Assessment Questionnaire (CESAQ) in 2013 in response to the growing need for stronger and deeper participation of citizens in development matters.

CESAQ is an interactive tool that asks factual and opinion-based questions to assist governments to assess whether they have in place measures aimed at engaging citizens more directly in the national planning and programme management, as well as their functioning. This tool helps to review the current frameworks and channels for engagement, highlights existing strengths and identifies areas for improvement. In parallel to CESAQ, UNDESA has also developed the Measurement and Evaluation Tool for Engagement and e-Participation (METEP) which allows reviewing the context within which Information Communications Technology (ICT) can be used to enable citizen e-participation. Both CESAQ and METEP are expected to share the same electronic platform allowing users to conduct a self-assessment on engagement of citizens through online or more traditional channels.

## Need for CESAQ

Governments aiming for an inclusive and responsive development agenda, particularly in the period after 2015, will need to examine their institutional frameworks and practices for better engaging citizens. CESAQ contains a self-assessment questionnaire that will help leaders in the public sector in taking stock of progress in terms of regulation, preparation, organization, and evaluation of citizen engagement activities at the national level.

Engaging citizens is beneficial to governments throughout the public policy process: i) at the early stages to enhance public problem definition and to identify acceptable policy options; ii) through the implementation stages by facilitating dialogue to support policy inclusiveness; and iii) to receive feedback while monitoring and evaluating public policy programmes and their outcomes, which is key to continuous improvements in the delivery of public goods and services. The assessment will provide a reliable basis for charting the progress being made on the aforementioned stages of engagement, followed by recommendations to further advance progress. Such recommendations will be both policy- and practice-oriented to:

- Enhance general citizen engagement regulatory frameworks and public accountability on the implementation of citizen engagement policies;
- Increase the effectiveness of respective government bodies responsible for implementing citizen engagement provisions;

- Create new (and improve current) participation channels for citizens, rendering them more accessible and trustworthy;
- Help government agencies identify and understand government-citizen collaboration gaps by examining existing practices and approaches and learning from good practice;
- Provide a basis for assessing technical assistance needs aimed towards building capacities for citizen engagement.

## CESAQ Structure

The Questionnaire assists in measuring citizen engagement both quantitatively and qualitatively. The measurement is undertaken at the level of regulatory and institutional frameworks and modalities/channels for engagement. The Questionnaire has three parts: Part A - Fact-based questions, Part B – Agency-specific questions, and Part C - Experience-based questions.

Part A requires answers based on facts attesting to the existence of certain regulatory provisions that can be verified by the documented/published evidence; Part B asks about the actual agency practices supported by known (not necessarily officially documented/published) evidence; Part C seeks professional judgment from public officials (and specialists working for government institutions) based on (a) their personal experience gained as a result of direct participation in civic engagement initiatives or (b) the knowledge obtained while witnessing the implementation of such initiatives.

Part A can be answered by legal, administration experts who represent government agencies responsible for national regulatory frameworks; government officials with working knowledge of these frameworks; and independent specialists knowledgeable in the functioning of the country's legal system. In a workshop setting, this part can be collectively answered by participants from the same country.

Part B can be answered by officials who work for government agencies at national, regional (sub-national) and local (municipal) levels, and who are knowledgeable about citizen engagement initiatives of the agency or seeking to make the work of their institution more participatory, transparent and accountable. In a workshop setting, this part can be collectively answered by participants from the same agency.

Part C can be answered by any government official directly or indirectly involved in the participatory activities of the government agencies under discussion.

### 1. Measurement levels

There are two main response categories in the CESAQ Questionnaire. One is the 'Yes'/'No'/'Don't Know' ('DK') model for fact-based questions (which requires that respondents check the correspondent box ); the other is a scale ranging from '0' to '5' for experience-based questions (which requires that respondents select the applicable 0-5 rating).

The questions are grouped in logical categories that relate to particular themes, on the one side, and to the type of the question (factual and experience-based), on the other:

Questions in Part A are arranged in three sections: 1. *regulatory framework*; 2. *organizational framework*; and 3. *citizen awareness and capacity for engagement*. Part B (no sub-sections) questions assess the respondent's agency citizen engagement strategy and its implementation. Questions in Part C are arranged in five sections: 1. *Overview of citizen engagement at the national level*; 2. *regulatory framework*; 3. *organizational framework*; 4. *channels and modalities* and 5. *engagement of citizen by the (respondent's) agency*.

## 2. Scoring

Questions in Part A and Part B have three options. Answering 'Yes' indicates the feature or phenomenon under discussion exists (positive score); answering 'No' indicates that it does not exist (feature or phenomenon is absent, i.e. negative score); answering 'DK' indicates that the respondent is unsure one way or the other (partially negative score).

Questions in Part C are range questions with six options from 0 to 5:

- 0 – non-existent
- 1 – very poor/low/weak presence
- 2 – poor/low/weak
- 3 – average/moderate/sufficient
- 4 – good/high/strong
- 5 – very good/very high/very strong presence

Each question should be considered carefully before being answered based on respondent's knowledge and experience. A glossary is available at the end of these guidelines to better understand the specific usage of the terms in the Questionnaire.

## Self-assessment and Diagnostics

Based on the points assigned to each response in the Questionnaire, CESAQ allows obtaining an overall score. Diagrams will provide easy-to-read visual breakdowns of the overall score.

Sub-scores are summed up by topic based on participants' responses to gauge the percentage of progress for each topic. Progress can be measured for instance as follows: below 30% - Low progress, between 30 and 70% - Average progress, and over 70% - Good progress (visualization graphs will be provided on the progress under each topic). Based on the overall score, citizen engagement can be self-assessed at the national level and/or for a specific government agency.

General diagnostic tips will be available through CESAQ based on best citizen engagement practice. However, the self-assessment will need to take into consideration contextual factors including for instance the region of the country where the agency is located, education, income, infrastructure levels, availability of financial and human resources and other parameters that can affect the results attained and better tailor the diagnostic provided.

# THE QUESTIONNAIRE

## PART A: Fact-based Questions

### Section A-1: Regulatory Framework

*This section requires knowledge of constitutional provisions, national legislation and policies, including executive directives on access to public information, government consultations and engagement of citizens (without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status) in public policy and programme decision-making.*

		Yes	No	DK
<b>1.</b>	<b>Does your country's constitution:</b>			
(a)	Grant citizens the right to access public information?			
(b)	Contain a provision requesting that government agencies consult with citizens on issues affecting their daily lives?			
(c)	Grant citizens the right to participate directly in public policy and decision-making?			
<b>2.</b>	<b>Does your country have legislation or policies mandating your government to provide public information (through publications, libraries, archives, etc.)?</b>			
<b>3.</b>	<b>Does your country have any legislation or policies on:</b>			
(a)	Access to public information (Freedom of Information Act or similar)?			
(b)	Personal data protection?			

	<b>4. Does your country have legislation or policies requiring that government agencies:</b>	Legislation			Policies		
		Yes	No	DK	Yes	No	DK
(a)	Invite citizen feedback on questions, issues, analysis, alternatives or proposals (consultation)?						
(b)	Engage citizens in a dialogue to find common ground and arrive at agreement on issues affecting their daily lives (engagement in decision-making)?						
(c)	Engage citizens in shared implementation of solutions on issues affecting their daily lives?						

### Section A-2: Organizational Framework

*This section requires knowledge of the government agencies mandated to implement or enforce policies and procedures for citizen engagement (without distinction of any kind, such as race,*

colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status) through sharing information, giving access to information, facilitating consultations between citizens and public officials, and involving citizens in decision-making and implementation.

<b>1.</b>	<b>Does your country have any one of the following government agencies mandated to coordinate the provision of public information:</b>	Yes	No	DK
(a)	Public information ministry/agency?			
(b)	National library and/or archive?			
(c)	Information and communication and/or broadcasting ministry/agency?			
(d)	Other (please indicate)?			
<b>2.</b>	<b>If yes to A-2.1, in case there is more than one official language in your country, does the government agency:</b>			
(a)	Make public information available to the citizens in each of these languages?			
(b)	Charge for giving access to information in a preferred language?			
<b>3.</b>	<b>Citizens with sensory disabilities:</b>			
(a)	Can access information through special media catering for their needs?			
(b)	Need to pay a fee for the special media as per A-2.3.a?			
<b>4.</b>	<b>Is there a government agency mandated to enforce:</b>			
(a)	Freedom of information legislation (e.g. Information Commissioner or similar office)?			
(b)	Data privacy legislation (e.g. Privacy Commissioner or similar office)?			

<b>5.</b>	<b>If yes to A-2.4, please respond to the questions below:</b>	Provisions on Freedom of Information		Provisions on Data Protection	
		Yes	No	Yes	No
(a)	Is the agency independent (e.g. reports directly to the head of government, head of state or the legislature)?				
(b)	Can all citizens complain* or appeal to the agency?				
(c)	Des the agency allow launching appeals within a reasonable period of time ** (e.g. 30 – 60 days)?				

\* Complaints can be sent to the Freedom of Information Agency when access to information is denied by a government ministry or agency. Complaints can be sent to the Data Protection Agency when personal information has been mishandled by a government ministry or agency

\*\* An appeal may be launched after denial to access information or when personal information has been mishandled by a government ministry or agency

<b>6.</b>	<b>Does your country have a national authority or agency responsible for consulting citizen on questions, issues, analysis, alternatives or proposals (e.g. Economic and/or Social Council or similar agency)?</b>	Yes	No	DK
	If yes to A-2.6, please specify if:			
(a)	The agency is independent (e.g. reports directly to the head of government, head of state or the legislature)			
(b)	The members of this agency met at least once in the last calendar year			
(c)	The agency consults with citizens before advising government			
(d)	The agency provided the public with feedback on its recommendations to the government in the last 12 months			
<b>7.</b>	<b>Is there a government agency (e.g. ministry of planning, development or similar agency) mandated to engage citizens in in decision-making i.e. in a dialogue to find common ground and arrive at agreement on issues affecting their daily lives?</b>			
	If yes to A-2.7, please specify in which areas there is engagement in decision-making:			
(a)	The national development plan			
(b)	Design and/or management of public services			
(c)	Monitoring public or development assistance expenditure			
(d)	Other (please indicate)			

### Section A-3: Citizen Awareness and Capacity for Engagement

*This section requires knowledge of citizen awareness and capacity for engagement in your country.*

<b>1.</b>	<b>Please answer the following:</b>	Yes	No	DK
(a)	Are there civil society organizations supporting citizen engagement in government processes?			
(b)	Are there any educational/ training programmes on civic engagement?			
(c)	Do citizens call for:			
(c.1)	Access to information?			
(c.2)	Being consulted on questions, issues affecting their daily lives, analysis, alternatives or proposals?			

(c.3)	Being engaged in dialogue to find common ground and arrive at agreement on issues of their interest (engagement in decision-making)?			
(c.4)	Being engaged in the implementation of solutions on issues affecting their daily lives?			
<b>2.</b>	<b>Are the following governance actors interested in engaging with the government:</b>	Yes	No	DK
(a)	Public or state-owned enterprises?			
(b)	Private businesses?			
(c)	Non-governmental organizations (NGOs)?			
(d)	Civil society organizations (CSOs)?			
(e)	Other (please specify)?			

## PART B – Agency-specific Questions

*This part requires a thorough knowledge of your government agency's citizen engagement strategy (with no distinction based on race, colour, sex, language, religion, political or other opinion, natural or social origin, property, birth, or other status) and its implementation.*

	<b>Does your agency:</b>	Yes	No	DK
<b>1.</b>	<b>Have:</b>			
(a)	An overall citizen engagement strategy?			
(b)	At least one government official tasked with citizen engagement?			
(c)	Funds in its budget allocated to citizen engagement?			
(d)	Capacity in terms of technical infrastructure for engagement?			
<b>2.</b>	<b>Share information with citizens through:</b>			
(a)	Print?			
(b)	Telephone?			
(c)	Radio?			
(d)	Television?			
(e)	Face-to-face meetings (e.g. interviews, town halls, etc.)?			
(f)	Other (please specify)?			



<b>3.</b>	<b>Use the following channels for consulting with citizens:</b>	Yes	No	DK
(a)	Town halls?			
(b)	Traditional consultation fora (e.g. village councils, tribal leadership, etc.)?			
(c)	Expert focus groups?			
(d)	Citizens' panels?			
(e)	Citizen advisory councils?			
(f)	Citizen scorecards?			
(g)	Anonymous feedback or complaints?			
(h)	Other (please specify)?			
<b>4.</b>	<b>Use the following modalities for including citizens in decision-making:</b>			
(a)	Defining and agreeing on policy problems			
(b)	Prioritizing policy options			
(c)	Designing public services or programmes			
(d)	Programme evaluation			
(e)	Public expenditure monitoring			
(f)	Audit follow-up			
(g)	Other (please specify)			
<b>5.</b>	<b>Engage citizens in shared implementation of solutions on issues of their interest through:</b>			
(a)	Participation in a joint steering committee?			
(b)	Delivering public services (e.g. public works, etc.)			
(c)	Other (please specify)?			
<b>6.</b>	<b>Conduct surveys on citizen satisfaction on:</b>			
(a)	Information provision to citizens?			
(b)	Channels used for consulting with citizens?			
(c)	Modalities used for engaging citizens in decision-making?			
(d)	Modalities used for engaging citizens in implementation of agreed solutions?			
<b>7.</b>	<b>Did your agency conduct a satisfaction survey on the existing engagement mechanisms in the last 12 months?</b>	Yes	No	DK

## PART C – Experience-based Assessment

### Section C-1: Overview of Citizen Engagement at the National Level

*Assessment of enabling factors and overall citizen engagement at the national level.*

	Based on your experience, please rate:						
(a)	The commitment of your country's top-level decision makers for transparency, accountability and citizen engagement	0	1	2	3	4	5
(b)	Overall citizen engagement at the national level	0	1	2	3	4	5

### Section C-2: Regulatory Framework

*Assessment of legislation and policies requiring or promoting the provision of and access to public information, calling for consulting citizens (with no distinction based on race, colour, sex, language, religion, political or other opinion, natural or social origin, property, birth, or other status), and mandating to involve them in public policy, programme decision-making and implementation.*

	Based on your experience, please rate legislation or policies (including constitutional provisions) on:						
(a)	Right to access public information (if yes to A-1.3.a)	0	1	2	3	4	5
(b)	Protection of personal data (if yes to A-1.3.b)	0	1	2	3	4	5
(c)	(If yes to A-1.4.a) Inviting citizens' feedback on questions, issues, analysis, alternatives or proposals (consultation) on:						
(c.1)	National budget	0	1	2	3	4	5
(c.2)	Economic and social development	0	1	2	3	4	5
(c.3)	Employment/labour relations	0	1	2	3	4	5
(c.4)	Public services	0	1	2	3	4	5
(c.5)	Other (please indicate)	0	1	2	3	4	5
(d)	(If yes to A-1.4.b) Government's involvement of citizens in decision-making on:						
(d.1)	National or local development planning	0	1	2	3	4	5
(d.2)	Design/management of public services	0	1	2	3	4	5
(d.3)	Social audits of development programmes	0	1	2	3	4	5
(d.4)	Other (please indicate)	0	1	2	3	4	5
(e)	(If yes to A-1.4.c) Engaging citizens in shared implementation of agreed solutions	0	1	2	3	4	5

### Section C-3: Organizational Framework

*Assessment of the government agencies mandated to implement or enforce policies and procedures for citizen engagement activities through sharing information, giving access to information, facilitating consultations between citizens and public officials, and involving citizens (with no distinction based on race, colour, sex, language, religion, political or other opinion, natural or social origin, property, birth, or other status) in decision-making.*

Based on your experience, please rate the following:							
<b>1.</b>	<b>If yes to A-2.1.a, comprehensiveness and efficiency of public information provided by:</b>						
(a)	Public information ministry/agency	0	1	2	3	4	5
(b)	National library and/or archive	0	1	2	3	4	5
(c)	Information/communication/broadcasting ministry/agency	0	1	2	3	4	5
(d)	Other (please indicate)	0	1	2	3	4	5
<b>2.</b>	<b>Performance of:</b>						
(a)	(if yes to A-2-4.a) National authority or agency responsible for ensuring freedom of information (e.g. Information Commissioner or similar office)	0	1	2	3	4	5
(b)	(if yes to A-2-4.b) National authority or agency responsible for ensuring data privacy (e.g. Privacy Commissioner or similar office)	0	1	2	3	4	5
(c)	(if yes to A-2.6) National authority or agency responsible for public consultations in development planning (e.g. Economic and/or Social Council or similar agency) based on:	0	1	2	3	4	5
(c.1)	Financial resources allocated for consulting citizens	0	1	2	3	4	5
(c.2)	Human resources capacity for consulting citizens	0	1	2	3	4	5
(c.3)	Publicity on consultation opportunities	0	1	2	3	4	5
(c.4)	Activities to promote citizen consultations	0	1	2	3	4	5
(d)	(if yes to A-2.7) National authority or agency responsible for involving citizens in decision-making based on:						
(d.1)	Engagement of citizens on deliberations on development goals and priorities	0	1	2	3	4	5
(d.2)	Systems in place for coordinating citizen participation activities across government departments	0	1	2	3	4	5
(d.3)	Leadership prepared for any risks* that may be associated with citizen participation in public policy decision-making	0	1	2	3	4	5
(d.4)	Fostering the development of participatory skills among citizens	0	1	2	3	4	5

\*Risks may result, depending to each specific context, from shortfalls both within a) institutions -e.g. limited or non-existent

structures or experienced staff, burdens to the administration associated to meeting raised citizen expectations, and high transaction costs; and b) among citizens -e.g. lack of trust, limited access to information, unrealistic level of expectation, focus on minute issues rather than broad ones, competition among social groups to win influence over the decision-makers, and elite capture.

## Section C-4: Channels and Modalities

*Assessment of channels and modalities employed by the government in order to inform citizens.*

Based on your experience, please rate the following:							
<b>1.</b>	<b>Objectivity, transparency and usefulness of:</b>						
(a)	Government publications (e.g. daily gazette, register or journal, etc.)	0	1	2	3	4	5
(b)	Libraries and archives	0	1	2	3	4	5
(c)	Radio or television broadcasting	0	1	2	3	4	5
<b>2.</b>	<b>Provision of public information:</b>						
(a)	(if yes to A-2.2) By preferred official language	0	1	2	3	4	5
(b)	(if yes to A-2.3) In a specific medium for a sensory disability	0	1	2	3	4	5

## Section C-5: Engagement of Citizens by the Agency

*Assessment of citizen engagement promoted by your agency.*

<b>1.</b>	<b>Based on your experience, please rate adequacy of the following as applicable to your agency:</b>						
(a)	Overall citizen engagement strategy	0	1	2	3	4	5
(b)	Number of staff responsible for the citizen engagement strategy	0	1	2	3	4	5
(c)	Funds in its budget allocated to citizen engagement	0	1	2	3	4	5
(d)	Capacity in terms of technical infrastructure for engagement	0	1	2	3	4	5
(e)	Openness of the leadership to foster citizen engagement	0	1	2	3	4	5
(f)	Efforts to monitor if citizens are accessing information provided	0	1	2	3	4	5
(g)	Activities to promote consultation with the following governance actors:						
(g.1)	Public or state-owned enterprises	0	1	2	3	4	5
(g.2)	Private businesses	0	1	2	3	4	5
(g.3)	Non-governmental organizations (NGOs)	0	1	2	3	4	5
(g.4)	Civil society organizations (CSOs)	0	1	2	3	4	5
(g.5)	Other (please specify)	0	1	2	3	4	5
(h)	Proactive steps to engage the following social groups:						
(h.1)	Youth	0	1	2	3	4	5
(h.2)	Women	0	1	2	3	4	5
(h.3)	Vulnerable/socio-economically disadvantaged groups (e.g. low-income groups, indigenous groups, illiterate persons, persons with disabilities, the elderly, etc.)	0	1	2	3	4	5
(i)	Engagement of citizens in shared implementation of solutions on issues of their interest	0	1	2	3	4	5
<b>2.</b>	<b>If yes to B.7,</b>						
	How much are citizens satisfied with existing engagement mechanisms?	0	1	2	3	4	5

# GLOSSARY

## ***Access to Information/Freedom of Information (FOI)***

Refers to the obligation of the government to provide information upon citizens' request. Often it is regarded as a constitutional right, together with other related human rights such as freedom of expression, data protection (privacy), freedom of association, among others. It allows citizens to request the disclosure of certain information, according to a set of parameters, held by a government agency. If refused, they can demand to be given the cause of refusal in writing. Usually, a government agency or unit is delegated to implement the provisions for giving access to information.

## ***Citizen***

Refers - according to a legal definition provided under various jurisdictions - to "a native or naturalized member of a state or nation who owes allegiance to its government and is entitled to its protection, distinguished from alien."<sup>1</sup> However, for the purpose of this questionnaire, this term should be viewed in a broader sense, i.e. "[A]ll individuals within [State Party] territory and subject to its jurisdiction...[w]ithout distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status."<sup>2</sup>

## ***Citizen/Public Engagement***

Refers to the state or condition whereby citizens and the public are directly linked to decision-making processes of the State through specific measures and institutional arrangements. As such, it represents the "desired outcome or logical end of participatory governance".<sup>3</sup> Some literature also emphasizes the role of the government as an enabler for citizens to find and implement solutions to issues of public concern. Citizen engagement goes through three levels of government-citizen relations: information, consultation, and decision-making.

## ***Citizen Scorecards or Report Cards***

Refers to tools that enhance participation by requesting users to assess citizen satisfaction on public services. The use of these tools also includes dialogue between providers and recipients over results and follow-up actions.

## ***Data Protection (Privacy)***

Refers to a variety of measures, including laws, policies and technology that protect information/data on private individuals (personal data or personally identifiable information i.e. medical, political or criminal records, financial, business related information, or website data collected and stored in digital or any other form) from misuse or intentional or unintentional disclosure.

## ***(Engagement in) Decision-Making***

Denotes "the conditions that make it easier for government-citizen interactions to occur provided that the citizens are empowered to participate in the decision-making processes

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<sup>1</sup> <http://dictionary.reference.com/browse/citizen>

<sup>2</sup> Article 2 of the International Covenant of Civil and Political Rights  
(<http://treaties.un.org/doc/Publication/UNTS/Volume%20999/volume-999-I-14668-English.pdf>)

Art. 25 states that " Every citizen shall have the right and the opportunity, without any of the distinctions mentioned in article 2 and without unreasonable restrictions: (a) To take part in the conduct of public affairs, directly or through freely chosen representatives (...)"

<http://treaties.un.org/doc/Publication/UNTS/Volume%20999/volume-999-I-14668-English.pdf>

<sup>3</sup> E/C.16/2007/2

[determining actions to be taken among the options available] regarding development matters and, in some cases, request such interaction."<sup>4</sup>

### ***Development***

Refers to change, growth, or improvement in human welfare, quality of life, and social well-being over a period of time. Often it refers to the process of societal changes ensuring improvements that allow people to reach their highest potential. It is sustainable when it “meets the needs of the present without compromising the ability of future generations to meet their own needs.”<sup>5</sup>

### ***Development Effectiveness***

Reflects the capability of development actors (state, international organizations, civil society organizations, etc.) to achieve targeted change in order to attain positive, relevant and sustainable development results.

### ***Dialogue***

Refers to verbal or written conversation or exchange of ideas or opinions between two or more people. It also promotes exchange of information and sharing of experiences, viewpoints and perspectives.

### ***Government***

“It is the organization of public authorities responsible for governing a society”. “At national level, government is generally the cabinet of members (ministers or secretaries, etc.) responsible for policies referred to different matters, under the guide of a leader (president, prime minister, head of state, etc.)” “Commonly, it also indicates all institutions, at national, regional or local/municipal level, responsible for executive functions, dealing with day-by-day administration and implemented through bureaucratic structures.”<sup>6</sup>

### ***Multi-stakeholder Process***

Aims at including all major interested parties in a new type of communication, interactive learning, empowerment and collaborative governance. It enables individuals having common longer-term objectives, but potentially different interests, to find and reach mutually acceptable decisions on a particular issue. Hinging on transparency, participation and fair representation, it may consist of communication on policy, consensus building, decision-making and implementation of efficient results. Its goal is to establish alliances and invigorate networks among stakeholder groups.

### ***National Library/Archive***

Refers to “an institution holding legal and physical custody of noncurrent documentary materials determined to have permanent or continuing value.”<sup>7</sup> It comprises documents and records that are stored and accessible to the public.

### ***Participatory Governance***

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<sup>4</sup> Research and Content Development Methodology for ‘Citizen Engagement in Managing Development’ of UNPACS

<sup>5</sup> General Assembly Resolution 42/187, 11 December 1987

<sup>6</sup> The way state’s fundamental functions are allocated among institutions and the relations between them, according to their respective constitutional framework, determines the type of government of each state (i.g. in democracy, functions are usually divided, more or less rigorously, in three branches or powers: executive, legislative and judiciary). UN Public Administration Glossary, available on: <http://www.unpan.org/DPADM/ProductsServices/Glossary/tabid/1395/language/en-US/Default.aspx>

<sup>7</sup> <http://www.archives.gov/research/alic/reference/archives-resources/terminology.html>

Refers to a state of government when every citizen can participate “in the democratic decision-making process, particularly at the level of local government.”<sup>8</sup> It provides a framework for stakeholders to contribute inputs on issues that are relevant to them. Participation is necessary to promote responsive, transparent and accountable governance and to achieve equitable development.

***Public Consultation***

Refers to communication between government and the citizens so the former can receive feedback on decisions, alternative options, etc., on matters of public interest. It may include an announcement on the topic to be discussed and dialogue with stakeholders.

***Public Information Provision***

Refers to the commitment or obligation on the part of the government to publish and make information available to the public and promote openness and information-sharing. This can be reflected in constitutional guarantees or separate enacted legislation/regulation.

***Public Policy***

Refers to a stated goal, direction or framework set by the executive branch of a State on an issue of public interest. It may include laws, decisions, regulations, etc.

***Stakeholder/s***

Refers to a person, groups of people, or organizations with an interest or concern in a particular issue, and who may affect or be affected by a course of action, or an outcome of public dialogue.

***Town Hall Meeting***

Refers to a public gathering that allows citizens to be informed, raise concerns, express their opinion and discuss with public officials topics of relevance to them.

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<sup>8</sup> UN World Public Sector report 2008