

Strengthening capacities for development management

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Main theme

Key development management challenge:

- Not *what* should be done in terms of policy *content* but
 - *how* it should be done and with *whom* in terms of *process*; and
 - *where* it should occur in terms of *context* (e.g. local or national)

(World Bank 2012;10)

Main theme (cont.)

Two aspects of the '*how*' challenge:

(1) How to *build capacity* for transformative governance

(2) How to ensure *inclusive governance*, including

- *leadership* that values diversity and acts to ensure cultural inclusivity in public decision making

(1) Building capacity for transformative governance

- CEPA paper sees transformation of governance as a priority challenge requiring a new vision of capacity building
- Experimentation and learning-by doing in the reform process is a key to success (World Bank 2012:12)
- So essential feature of effectively transforming governance entails some learning by doing or 'experimentalist governance' (e.g. Sabel and Simon 2011, de Burca et al 2014)

Basic Elements of Experimentalist Governance

1. All stakeholders are involved sharing perceptions on a common problem
2. Broad goals set (e.g. adequate education) at all levels
3. Local units (public/private/frontline workers) given some autonomy by centre to implement
4. Local units report regularly on performance and peer review used for accountability
5. Goals re-evaluated in light of implementation learnings and revised where needed

Distinctiveness of framework

- Non-bureaucratic practices with some local autonomy backed by centre support
- Practice of learning through implementation and monitoring
- New forms of accountability with peer review to justify actions and sharing of learning
 - as well as central role for stakeholder participation through horizontal processes

(2) Ensuring inclusive governance and leadership

- A priority capacity ingredient for transformative governance is strong and inclusive leadership at all levels where:
 - the value of cultural diversity for organisational performance is understood; and
 - processes are put into practice and monitored to ensure cultural inclusivity in all public decision making

Focus on gender inequality in leadership

- In public decision-making, nationally and locally, gender inequality is pervasive
 - a serious and inefficient public management issue
- Greater gender equality is 'smart economics' (World Bank 2011: vii)
 - enhances productivity, assists other development outcomes as well as being more representative of the population

Women and leadership barriers

- Women hold up half the sky, but
 - what do they think should be done underneath the sky? (Clinton 2013)
- Need to understand impact of systemic causes and indirect as well as direct discrimination
 - e.g. Australian study on barriers to representation of women shows prevalence of unconscious bias in workplaces and stereotypical expectations perpetuating power imbalance in senior positions (Edwards et al 2013)

Australian indigenous evidence

- Case studies demonstrate that inclusive engagement in indigenous communities brings more ownership and leadership locally by women to achieve desired outcomes
- Better outcomes expected if gender and cultural analysis (e.g. disaggregation) is included in policy and program design; implementation; reporting and evaluation

(Yap and Biddle 2014)

- so gender can be a core factor in achieving policy and program outcomes

Importance of disaggregation

- Need to disaggregate by gender
 - To work out which stakeholders to engage, when and how; and
 - to monitor and evaluate for accountability including in budget expenditures
 - : BUT also need

A suite of strategies

Essential to implement a suite of complementary strategies to empower women

- apart from strong and inclusive leadership
- Use data to monitor progress on what works
- Confront social norms and institutions that discriminate against women
- Track governments' expenditure on achieving women's empowerment (OECD 2013:3)

Concluding comments:

- National Strategy on capacity development needed - including experimentation elements and inclusive leadership actions as outlined
- Retain stand-alone gender equality and women's empowerment goal for post 2015 agenda (OECD 2013:3)
- ECOSOC to disaggregate data and report regularly on women and leadership in public decision making: achievements and barriers

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