



# **REPORT ON THE INTERNATIONAL CONFERENCE ON GOOD GOVERNANCE FOR NATIONAL DEVELOPMENT**

**17 - 18 June 2010  
Millennium Seoul Hilton Hotel  
Seoul, Republic of Korea**

**Organized by the United Nations Project Office on Governance (UNPOG), a project under the Division for Public Administration and Development Management (DAPDM) of the United Nations Department of Economic and Social Affairs (UNDESA) in cooperation with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Ministry of Public Administration and Security (MOPAS) of the Republic of Korea**

The views expressed in this paper are those of the author(s) and do not necessarily represent those of the United Nations or its Member States.

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# OVERVIEW

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## 1. Introduction

The United Nations Project Office on Governance (UNPOG), a project under the Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA) organized in cooperation with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Ministry of Public Administration and Security (MOPAS) of the Republic of Korea, an **International Conference on Good Governance for National Development to be held in Seoul, Republic of Korea, on 17<sup>th</sup> June in 2010**. On the following day, 18<sup>th</sup> June, all participants were divided into two Workshops: (1) Workshop on ICT Access and e-Government for achieving the Millennium Development Goals and (2) Workshop on the e-Cities Network in Asia and the Pacific: local e-Government for achieving the MDGs and service delivery.

The two days were therefore specifically designed to encapsulate the role of governance in promoting development, followed by two practical workshops on how recent trends in Information and Communication Technology can promote e-Government both at national and local levels to achieve internationally agreed development goals, particularly the MDGs. UNPOG also intended, through the organizing of the Conference, 1) to increase awareness among policymakers practitioners, scholars, and other actors on the role and contribution of good governance and effective and efficient public administration for national and local development; 2) in support of UNPOG's research on public administration, identify innovative examples of country and city strategies or practices demonstrating good governance and responsive public administration; and 3) demonstrate the strategic role and contribution of Information and Communication Technologies in public administration for the achievement of the Millennium Development Goals.

The Conference gathered more than 250 policy-makers, governance practitioners, and eminent scholars of public administration who were actively engaged in exchanging perspectives and sharing insights and experiences on forming effective and sustainable development strategies through good governance. Presentation materials were uploaded onto the Public Administration Knowledge Space (PAKS) of DPADM/UNDESA. For more information, visit <http://www.unpog.org> or <http://www.unpog.org>.

## 2. Background

Good governance and effective public administration are increasingly receiving recognition from the international community as the foundation for the successful achievement of a wide range of international and domestic policy objectives, including most items on the United Nations development agenda. As the basis for effective policy selection and implementation, governance – including public administration and civil service, rule of law, regulatory frameworks, and transparent and participatory decision-making processes – is a necessary condition to achieve the Millennium Development Goals (MDGs).

Governance is the process of interaction between three sets of actors – the State, civil society,

and the private sector – in making political, administrative, economic, and social decisions that affect citizens. Institutional designs and structures of governance are necessary, but not sufficient to improve the quality of governance as a process, which should be characterized by participation, accountability, access, subsidiary, justice, equity, effectiveness, efficiency, and sustainability.

More recently, the ICT revolution is gradually generating another revolution in public administration with the advent of e-Government. E-Government goes beyond information sharing and is profoundly influencing the way Governments perform and deliver services by potentially accelerating delivery times and improving the quality and quantity of services provided, as well as allowing timely feedback from civil society on public policy initiatives both at national and local levels.

ICTs can be combined with knowledge management, innovation, institutional coordination as well as capacity building to advance the notion of electronic and mobile government (e-Government). These tools are critical inputs for meeting development goals in the areas of governance, economic development, protection of the environment, poverty alleviation, health, and for the improvement of service delivery and overall living conditions in society. These tools also have the potential to significantly improve participation, and access to information about public policies and programmes that are conducive to meeting the MDGs. Effective knowledge management is necessary for governments to reap the benefits of these tools, by ensuring that information is effectively stored, used, and shared at the intra-organizational level, as well as between organizations, and between governments, citizens and private sector. Adequate functional and technical skills are equally important, requiring greater investments in education, training and capacity development.

### **3. Objectives**

The main objectives of the International Conference on Good Governance for National Development were to:

- Discuss key issues and highlight the role of good governance and public administration for national development and the MDGs;
- Provide a platform for policy dialogue and knowledge networking among governance stakeholders, including the local level;
- Facilitate the sharing of lessons, experiences and best practices on governance and public administration in the region, including ICT applications and e-government for public service delivery;
- Foster linkages and cooperation among stakeholders on achieving the MDGs through good governance, ICTs and e-Government at the national and local levels.

#### 4. Format

The Conference was conducted in English and held at the Millennium Seoul Hilton, Republic of Korea, from 17 to 18 June 2010. Starting with an opening with keynote speeches, the Conference consisted of three regular sessions in the first day, and two special workshops in the second day. Subthemes of each session and workshop were as below.

##### Day 1

- Session 1: Good Governance and Public Administration for National Development
- Session 2: Cases and Innovations in Good Governance and Public Administration
- Session 3: International Cooperation for Official Development Assistance and Good Governance

##### Day 2

- Special Workshop 1: ICT Access and e-Government for Achieving MDGs
- Special Workshop 2: e-Cities Network in Asia and the Pacific

### **Summary of Proceedings**

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This section of the report summarizes the presentations and discussions of the three regular sessions.

#### Opening

The international Conference on Good Governance for National Development began with the welcoming remarks of **Mr. Sha Zukang**, Under-Secretary-General for Economic and Social Affairs. In his message read out by Mr. Vincenzo Aquaro, Mr. Sha extended a warm welcome to all participants, and emphasized how good governance and public administration can contribute to sustainable national development.

In the following opening remarks, **Mr. Hyung Kyu Maeng**, Minister of Public Administration and Security, Republic of Korea, who was represented by Mr. Chang-suk Jung, Vice-Minister, congratulated presenters and participants on attending to this meaningful conference. Expressing his compliments to the UN and UNPOG for their collaborative efforts to developing capacity of the UN member states, he hoped that the conference would open an opportunity to join forces in expanding the consensus of general value of good governance in national development.

Then, **Mr. Jong-moo Choi**, Head of UN Project Office on Governance, stressed the importance of the innovated and reenergized public administration and governance in coping with new realities and global challenges that go beyond national borders. He wished the conference may serve as a forum to share one's wisdom, experiences and creativity to think of how to improve governance and to harness the synergy of diverse stakeholders.

**Mr. Xuan Zengpei**, Director of UN Economic and Social Commission for Asia and the Pacific, welcomed distinguished guests and participants and emphasized the critical role of ICT in accelerating development efforts in a time of the global climate, food and economic crises.

**Mr. Hong-Koo Lee**, former Prime Minister of Republic of Korea, a seasoned government official and a political scientist in the area of public administration and national development, reiterated the importance of good governance by exemplifying three key elements in the process of good governance, namely, good institutions, good leadership, and good communication, on whose foundations Korea made some progress in both economic and political development.

In his keynote address, **Mr. August B. Santos**, Secretary of National Economic and Development Authority, the Philippines, defined governance as the manner in which power is exercised in the management of economic and social resources for development. He also added that the public sector must innovate to broaden the coverage of access to public goods and services to include the marginalized such as women, children, and indigenous people, small farmers and displaced people.

**Mr. Jae Wan Bahk**, Senior Secretary of Office of the President of the Republic of Korea, also offered participants warmest greetings and, while acknowledging the crucial role of government in the national economic development, argued that the government need to facilitate private sector activities.

In the following special presentation titled “the Contribution of e-Government for Global and National Good Governance,” **Mr. Vincenzo Aquaro**, Chief of e-Government Branch of DPADM/DESA, stated that good governance requires change, and in that regard, e-government offers a unique opportunity for government officials to put citizens at the center of service delivery. He also congratulated Korea on its ranking 1<sup>st</sup> in the recent 2010 UN e-Government Survey.

### *The Search for Good Governance*

**Mr. B. Guy Peters**, professor at University of Pittsburgh, delivered his keynote speech under the theme of “the Search for Good Governance.” He began by defining governance as the pursuit of collective action through some processes involving in some ways the public sector, and emphasized that the state, which was often downplayed and underestimated, should be brought back into such processes and play a central role in steering the whole process. He elaborated on the four fundamental processes which can be broken into the followings.

- First, collective goal setting, namely that we have to know where to steer. He noted that these goals can be determined through democratic process.
- Second, bringing these goals together to create consensus and coherence. Third, implementing those goals by making these operational. Fourth, allowing for the feedback and accountability.
- Concerning good governance, he argued that it can be seen as the state providing effective service provision. So for good governance, he insisted that by building bureaucracy first from the bottom up and good Weberian bureaucracy, the state become strong and effective.

He also highlighted that the public bureaucrats are important because these are the people who actually deliver public services, and who have a direct contact with citizens. In conclusion, he said, good governance is crucial for the pursuit of collective goals- whether it is for the UN Millennium Development Goals or national development goals- and a strong and effective state with a proper bureaucracy is the foundation of good governance.

### **Session 1: Good Governance and Public Administration for National Development**

**Mr. James L. Perry**, Distinguished Professor of Indiana University and International Professor of Yonsei University, chaired Session 1, and Professor Yong-duck Jung, Deputy Secretary James Wong of Singapore and Professor B. Guy Peters made presentations on three different sub-themes:

- (1) National Development and Governance in Korea
- (2) Singapore's Four Principles of Governance
- (3) Effective Anti-Corruption Strategies in the Asian Context: What Is Required and What are the Prospects?

#### **National Development and Governance in Korea**

**Mr. Yong-duck Jung**, Professor of Seoul National University, reviewed the case of Korea's successful national development that Korea has achieved in the past 60 years. He categorized the period into the next three stages.

- During stage one from 1940s to 1950s, since the circumstances were extremely unfavorable because of the Korean War in the Korean Peninsula and Cold War in the world, Korea only achieved pre-modern administration retaining many pre-modern elements.
- During stage two from 1960s to 1980s, although Korea focused on rapid industrialization to catch up the advanced countries and compete against North Korea and pursued institutionalization of modern bureaucratic state administration, the results were underdevelopment of representative democracy, deferred local autonomy for 30 years, extreme executive dominance and centralization, and intermediate organizations for the state corporative style.
- During stage three from the late 1980s to the present, after its achievement of democratization and revival of local autonomy, Korea had to deal with dysfunctions from compressed democratization and industrialization. It tried to become a de-bureaucratized democratic state administration, but this goal has not fully achieved yet due to lack of institutionalization in terms of real practicing.

Professor Jung also presented evaluation of the governance in Korea by applying the eight characteristics of good governance suggested by the UN and ESCAP – (1) participation, (2) rule of law, (3) transparency, (4) responsiveness, (5) consensus orientation, (6) equity and inclusiveness, (7) effectiveness and efficiency, and (8) accountability. He stated, in terms of participation, and rule of law and transparency, Korea is one of the leading countries in the world



considering its high level in freedom of association and expression, e-government, and other fields concerned. However, in responsiveness and consensus orientation, it is still faltering because of its ailing tripartite system and its dilemma that voters expect both small government and more public services. Meanwhile, in terms of equity and inclusiveness, effectiveness and efficiency, and accountability, Korea is demonstrating moderate accomplishments, but it still needs to improve itself in those areas. He concluded, to enhance its consensus building, which is its weakest point, Korea should apply good governance manners to reduce conflicts in the country.

### *Singapore's Four Principles of Governance*

**Mr. James Wong**, Deputy Secretary of Prime Minister's Office in Singapore, was the second presenter of Session 2. He said that in order to deal with its constraints such as multi-racial and multi-religious population on a small land with not much natural resources but human resources, Singapore had made them as advantages to organize itself better by evolving a set of principles of governance – (1) leadership, (2) reward for work, work for reward, (3) a stake for everyone and opportunities for all, and (4) anticipate change and stay relevant.

- Mr. Wong emphasized leadership comes first among the four principles and that a leader should be able to articulate compelling vision, inspire and mobilize people to achieve the best for the country, do what is right in the long term with sound judgment, and have moral courage and integrity to acknowledge and correct past mistakes.
- Reward is given only when one delivers good work; hence, one must work hard to receive the reward; and there are chance of getting success, which shows self-reliance and meritocracy. However, when it comes down to the actual implementation, Singapore carefully calibrates to have right balance between meritocracy and bureaucracy.
- Singapore ultimately focuses on not just equalizing the outcome but spreading opportunities. It is a good example of why the Singaporean government gives every Singaporean good education and helps them to own their own homes.
- He said, 'in order to be open to new ideas, one must keep questioning to old assumptions and never be trapped in the past'. Singapore adopted PS21 Movement, which aims to help all civil servants have attitude that status quo is not enough and welcome and anticipate changes. In addition, the government developed Scenario Planning, where a public service leader develop possible scenarios themselves and formulate appropriate strategies to address them.

Mr. Wong ended his presentation by adding that good politicians and strong public administration are important for the success of nation. Yet, having reasonable (and sometimes demanding) public is also important factor to implement good governance.

### *Effective Anti-Corruption Strategies in the Asian Context: What Is Required and What are the Prospects?*

**Mr. Scott A. Fritzen**, Vice Dean of LKY School of Public Policy in National University of Singapore, made the third presentation in Session 1 on Anti-corruption strategies. He stressed the importance of ability to zoom out from narrow sights to see bigger picture and to zoom in again to get a fine granular view in addressing how to combat corruption and what would take to

establish credible government. In this regard, he offered three viewpoints in the subject of 'corruption control.'

- From satellite view, there are three uneasy propositions. That is, if you adopt certain institutions, you may lead, even though you have the same institutions to very different outcomes. Although government takes political actions against corruption, there may not be much result on the ground. And even when there is progress, it could not bring much public satisfaction due to its fluctuation in the process.
- From helicopter level view, among capacities government develops, analytical capacity to solve problems, operational capacity to bridge the policy-implementation gap, and support and political feasibility to build viable coalitions and moderate conflict are so-called strategic triangle and need feedback from each other.
- From the view from the trenches, people who might benefit in a new order are not yet organized and confident that they will succeed while those who benefit from the current system are well organized and will fight to protect their privileges. As a result, it is so difficult to take the lead in introducing a new order of things.

He concluded that it is important to have ability watch a view closely and in a distance in an adequate manner with multiple view points to analyze good governance. And what works in one setting may not work in another, so you have to open to multiple sources of energy that will drive the trajectory.

After the above-mentioned presentations, three discussants made their comments as summarized below.

**Mr. Pileon Seo**, Deputy Minister of Ministry of Public Administration and Security of Republic of Korea, mentioned that the periodical categorization would be a useful tool in Korea's governance. Harmonizing democracy and efficiency is one of the key factors for realization of good governance.

**Mr. Hak-Su Kim**, Former Executive Secretary of United Nations Economic and Social Commission for Asia and the Pacific, shared Singapore's principles of good governance, saying that Singapore has good leadership with corruption-free, high-paid and effective bureaucracy. He said, the culture of constant adaptation and adjustment of Singapore leads to invention and innovation. He pointed out the ways that the other countries can copy or adopt Singapore model.

**Mr. B. Guy Peters**, Maurice Falk Professor of American Government of University of Pittsburgh, commented, in terms of policy making, priority management is crucial, and that where to focus first between building structure and changing ideas and people is fundamental problem to deal with promoting good governance.

The key issues raised during the Q&A sessions were as follows:

- Priority of criteria in assessing good governance depends on the development stage of the country.
- Dysfunctions caused by compressed industrialization and democratization came from selection and concentration of policies. UNESCAP's eight criteria of good governance

- should be considered and applied for national development.
- Differences between East Asian and South Asian countries are the decision making process.
- A government should get a balance in social security system based on the circumstances in the situation.

## **Session II: Cases and Innovations in Good Governance and Public Administration**

**Mr. Wha-Joon Rho**, Professor of Seoul National University, moderated this session and introduced the overall proposal by outlining the concept, the plan regarding the cases, and innovation in good governance and public administration.

During this session, four presentations were made under the following respective sub-themes by Professor Hunmin Kim, Professor M. Ramesh, Professor M. Jae Moon, and UNDP analyst Nadita Dutta,.

### **Subthemes:**

- (1) All-in-One: Improving Urban Services through Integration
- (2) Case Study in Good Governance: Health Care in Singapore
- (3) Performance Management for Good Governance
- (4) Public Administration Reform in Bangladesh” Challenges to be Addressed for Good Governance

### **All-in-One: Improving Urban Services through Integration**

**Ms. Hunmin Kim**, Professor of Ewha Womans University, presented South Korea local governments’ cases on the implementing All-in-one service (or Integrated Service System) in public administration. The presenter provided comprehensive overview of characteristics of All-in-one service, introduced local government cases, and brought up issues and recommendations for the implementation of the system.

- All-in-one system can be easily observed among highly developed countries and majority of UN Public Service Award winners. In contrast, it’s hard to find the system in most of LDC government innovations. All in one service aggregates several related, but separately provided services into a single delivery or processing system to increase processing efficiency. In order to provide customer oriented service, it is required to coordinate network building in many different public and private sectors. It is very similar to the e-government paradigm in that sense.
- By the increasing demand of administrative services in public sector, public servants had to deal with mounting demands for public services with limited amount of time and resources. In an efforts to solve the problem, local government implemented integrated business support system, which is ICT based all-in-one system that provide integrated service on/offline 24/7 to its citizens.
- Citizen often got lost and had to deal with inconveniences during administrative process due to complex system that lack of integral port to distribute citizen’s request to right departments. Local government simplified administrative process and installed

‘ubiquitous-prompted administrative service system’ which automatically distributes incoming requests to appropriate departments directly. The government experienced quite accomplishment by implementing the system which resulted in reducing service processing time and saved significant annual costs.

Professor Kim pointed out three common factors that enabled establishment of innovative administrative system in above mentioned local governments: 1) Shift away from traditional bureaucratic style, 2) Give incentive to extra efforts; extra work and hours, 3) Provide multiple accesses points to the system. She states that governments still face several challenges to overcome, and at the same time provides several recommendations regarding issues: 1) Enable inter-agency coordination & collaboration, 2) Internet based system shouldn’t replace off-line service with on-line service, 3) User friendly interface, 4) Shouldn’t result in reduction of access points, and 5) Requires multiple one-stops.

#### Case Study in Good Governance: Health Care in Singapore

**Mr. Ramesh**, Professor of University of Hong Kong, shared his knowledge on the case study in Good Governance: Health Care in Singapore. The presenter first briefly spoke about the current healthcare system in Singapore and footprint of healthcare reform during 1980-1990. He noted that Singapore government failed to establish optimal health care policy by experiencing both 1) market (externalities, imperfect information, and non-competitive market) and 2) government (Principal-Agent problem, rising costs, stagnant and deteriorating quality) failures in Provision, Payment System, and Financing area.

- Public hospitals in Singapore take advantage of autonomy in doing their business. Yet, government takes controls over their management as a board of directors.
- The Singapore constantly tweaked their healthcare policy over the years within the prospective payment framework to regulate and motivate hospitals to provide quality services at the lowest cost for citizens.
- Another policy tool that the government has used to improve hospitals’ performance is to encourage them to meet international quality standards. It has enabled public hospitals to have competitive edge over private hospitals. Most of public hospitals in Singapore now meet JCI accreditation.
- To take advantage of modern information technologies available for hospital management, the government now requires both public and private hospital clusters to share their patient records within clusters.
- To enable customers to make informed purchase decisions, public hospitals are required to publish basic information about actual billing in their website.

He concluded that the goal of healthcare reforms should be to steer clear of both government and market failures, and healthcare reforms require constant tweaking of market and government arrangements.

#### Performance Management for Good Governance

**Mr. M. Jae Moon**, Professor of Yonsei University, presented about performance management in Asia: (1) Issues (2) Comparative Asian Performance Management (3) Opportunities and Challenges. He defined performance as output, which impacts the outcome, and performance

management not as an end but as a means. He explained about 3 E's model (economy, efficiency and effectiveness), IOO model (inputs, outputs and outcomes), and different tools that are applied to measure and manage performance. Also, he spoke about different techniques and targets in different levels of performance management. For example, he showed that the Korean government uses job appraisal in individual level and sometimes apply an information technology system called *On-nara*. He talked about the Asian Performance Management Survey where he analyzed locus, key driving actors, levels, approaches and major challenges of performance management. In conclusion, he emphasized the importance of innovation, new ideas and tools.

#### *Public Administration Reform in Bangladesh” Challenges to be Addressed for Good Governance*

**Ms. Nanditta Dutta**, Programme Analyst of UNDP in Bangladesh, spoke about public administration in Bangladesh: challenges to be addressed for good governance. She first briefly explained about the country's area, population, GDP, governmental system and administrative units, and democratic process. She focused on how the public administration and good governance are contributing over the development of Bangladesh, how they influence policy making and implementation, and finally how they benefit people. Further, she highlighted some key achievements in Bangladesh in terms of democratic governance. She spoke that the mechanism of both people and government functioning effectively is important in public administration. Lastly, she presented about some challenges in public administration, and the three major streams to strengthen public administration: citizens, organization and structure.

After the above-mentioned presentations, three discussants expressed their views and made comments which are summarized below.

**Mr. Yan Hwan Cho**, CEO of Hanyoon Industries Co., explained that the government and the Majors in district government should start to analyze about how to improve the quality of government services. He also stated that it is acceptable to change the law if it is wrong and obstructs government's effort to improve the services.

**Mr. Xuan Zengpei**, Director of UN Economic and Social Commission for Asia and the Pacific (ESCAP), suggested to all countries to implement the role of ICT like what have been done in Gwangju and in Cheong buk. He agreed to Dutta that the most important thing of implementing a project is how to make the project sustainable by continuing to strengthen the uses of ICT for region, people, and information dissemination.

**Mr. Eui Young Kim**, Professor of Kyung Hee University, responded Professor Moon's Paper by emphasizing two points about what to measure and who is going to measure in assessing performance management. He explained that political dimension of governance is very important to lead a political administration reform.

The key issues raised during the Q&A session were as follows:

- There is no one All-in-One project in Korea but many different versions of service integration that are experimented, launched, and operated in all levels of government. In the two local Korean government cases that Ms. Hunmin Kim presented, a Task Force

was formed to come up with the system and some pilot tests were conducted.

- Although health care policy experts at universities were not extensively consulted on Singapore's healthcare policy, experienced Minister of Health and some competent bureaucrats make the policy.
- Mr. M. Jae Moon highlighted four points: (1) Introducing performance management can promote many administration reforms and motivate people to work better. (2) Both objective and subjective measures should be used. Also, both qualitative and quantitative measures should be used. (3) We should be very careful about overestimation of performance. (4) Performance management takes time, so consistency is very important.

### **Session III: International Cooperation for Official Development Assistance and Good Governance**

**Marc Holzer**, Professor of Rutgers University in the United States, opened and chaired the session.

During this session, three presentations were made by Deputy Minister Hyun Cho, Professor Yasuyuki Sawada, and Professor Jin-Wook Choi, under the following sub-themes.

#### **Subthemes:**

- (1) How ODA Can Improve Good Governance
- (2) Official Development Assistance: Views from Japan and East Asia
- (3) ODA of Korea: Achievements and Challenges

#### **Performance How ODA Can Improve Good Governance**

**Mr. Hyun Cho**, Deputy Minister for Multilateral and Global Affairs, of the Ministry of Foreign Affairs and Trade of Korea, presented how ODA can improve good governance. First, he spoke about general correlation between good governance and aid effectiveness. Second, he explained some dilemmas in reality from the practitioner's view by sharing personal stories that show some limitation of good governance. He noted that good governance becomes irrelevant under certain circumstances such as natural disasters. He suggested that the government should set flexible priorities, customized for each case considering different local situation and priorities. He emphasized three points in achieving this goal: (1) good governance should be promoted without undermining the basic principles of ODA which are defined in the Paris Declaration, (2) need to secure policy coherence for developmental cooperation in a transparent way, and (3) need developmental indicators of good governance to check effectiveness of governance system.

#### **Official Development Assistance: Views from Japan and East Asia**

**Mr. Yasuyuki Sawada**, Professor of University of Tokyo in Japan, spoke about ODA from Japan and East Asia's view. First, he briefly overviewed ODA including definitions, types, and its roles.

- ODA is financial flows undertaken by official sector in development purpose under the

concessional term. Recently, the modality of ODA changed significantly into more private sectors. Therefore, ODA is not only important for transferring resources but also for other modalities.

- There are three types in ODA – grants, loans, and technical cooperation.
- ODA can play potentially two roles – direct transfer driven and pro-poor growth type of role in financing.
- There are three necessary conditions to have successful ODA in order to achieve MDGs: (1) ODA should be allocated towards the poor countries, (2) ODA should be more tightly combined with the recipients' efforts, and (3) ODA should be self-sustainable.

In addition to the three conditions mentioned above, he emphasized that (1) Donors should be consistent with global agenda like MDGs, (2) loans, as financing device, take important role without Samaritan's dilemma problem, and (3) technical cooperation is very important as an instrument to achieve long-term development goals. Then he explained these views are different from structure or institution driven approach which is originated from European or American ODA philosophy. He stated that Japan's viewpoint is rather ingredient approach, and concluded that Korean and Japan's ODA coordination and collaboration is very important for the future.

#### *ODA of Korea: Achievements and Challenges*

**Mr. Jin-Wook Choi**, Professor of Korea University, spoke about ODA of Korea, focusing on its achievements and challenges. First, he introduced two features of Korea's ODA as a recipient: (1) Korean portfolio is most likely coming from bilateral aid, mostly from the United States from 1945 to 1960s, and then from Japan starting from 1960s, (2) the actual size of recipient has gradually decreased over times. Then, he tried to evaluate Korea's ODA activities as a donor based on five principles in the Paris Declaration– ownership, alignment, harmonization, managing for results, and mutual accountability. He analyzed Korea's ODA activities by comparing with other OECD Development Assistance Committee (DAC) member countries as below:

- In terms of ODA-GNI ratio, Korea is 0.1 per cent in 2009, while the average of OECD DAC member countries is about 0.5 per cent.
- In terms of bilateral aid-ODA ratio, Korea shows 71 per cent in 2009, while the average of OECD DAC member countries is 67 per cent.
- In terms of grants-ODA ratio, Korean grants consisted 45 per cent while OECD DAC member countries spent 64 per cent on grants.
- In terms of humanitarian grants-ODA ratio, Korea spent about 1 per cent, while the other OECD DAC countries spent about 5.8 per cent.
- In terms of multilateral aid versus bilateral aid, Korea uses multilateral aid 28 per cent, while OECD DAC on average uses 30 per cent.

From the analysis, he stated that Korean government needs to align ODA goals in line with international standards, such as expanding ODA volume, reshaping ODA portfolios, avoiding aid fragmentation through harmonization with other donors, and coordinating aid implementation along with sufficient human resources.

After the above-mentioned presentations, discussions were conducted by Mr. Holzer. He invited some participants to present their views and comments which are summarized below.

**Mr. Jae-Ho Eun**, principal research fellow of Korea Institute of Public Administration, largely agreed upon Mr. Cho's presentation, saying that good governance is not context free nor is it value neutral. He stated that tight coordination of ODA policies across national or international agencies may be necessary for efficient and effective allocation of resources. He suggested that we should differentiate intervention points based on each country's local situations that historically structured and socially conditioned.

**Mr. Tran Trong Toan**, Ambassador of the Socialist Republic of Vietnam in Korea, expressed complete agreement on Mr. Sawada's approach to enhance aid effectiveness and reduce poverty, by providing Vietnamese successful case. He explained that Vietnam could successfully enhance its aid effectiveness as a recipient because they effectively supplemented domestic efforts in developing social and economic development partnership.

**Mr. Dongwon Ahn**, Vice president of Korea International Cooperation Agency (KOICA), largely expressed agreement and appreciation on Mr. Choi's presentation. He agreed on the need of reshaping Korea's aid portfolio mainly increasing the portion of grants, as well as complying with international standards and principles of humanitarian norms. He also added that it is crucial to enhance capacity of the Korean aid experts, and KOICA has been putting effort in this process.

The key issues raised during the Q&A sessions were as follows:

- Three schemes of ODA – grants, loans and technical cooperation are all important, and we need to maximize complementarities among these schemes.
- Even with the great importance of good governance, there is no panacea. We have to formulate a policy that fits with local conditions.
- Public awareness of ODA is very important, and the situation is getting improved over time in Korea.



## **EVALUATION, CONCLUSIONS AND FOLLOW-UP MEASURES**

The conference was a well-organized event with high quality and relevance to the audience. Despite the relatively short preparation time, the UN Project Office on Governance (UNPOG) was able to bring internationally renowned speakers, session chairs, paper presenters and discussants. The Conference gathered over 250 participants including policy-makers, governance practitioners, and distinguished scholars in the field of governance and public administration mostly in Asia and the Pacific and some from other parts of the world.

The main objectives of the 2010 UNPOG conference were achieved with high quality.

- Throughout the conference, the role of good governance for national development and the MDGs was highlighted and key issues were frequently surfaced and discussed.
- The conference provided an excellent platform to promote policy dialogue and knowledge networking among participants not only for the national but also the local level.
- Three plenary sessions and two workshops were adequately organized to facilitate the sharing of lessons, experiences, and best practices on governance and public administration particularly for the audience of Asia and the Pacific.
- The conference was a timely event to foster linkages and cooperation among stakeholders on achieving the MDGs through good governance and ICT tools.

The format of the conference was appropriate with excellent representation and the contents were well interwoven with excellent sequence and relevance to the main theme.

- The opening session was composed of nine speeches with excellent representation: the host (UNPOG), four UN officers, three Korean policymakers, and one internationally renowned scholar as keynote speaker. Overall, speeches were well balanced between theoretical and practical perspectives. The main theme of the conference was well recognized and highlighted throughout the opening session. It was clearly demonstrated from the opening session that there was effective collaboration among the UNPOG, the Korean government, and the UNDESA/UNESCAP.
- The first plenary session was composed of three presentations and three designated discussions. The three presentations were well focused on the session's theme, "good governance and public administration for national development," utilizing the experiences of exemplary countries, such as South Korea and Singapore. The first session was well received from the audience particularly in the Q&A session.
- The second session used the same format as the first one. This session was more focused on the cases with more details. The cases introduced were appropriately chosen in terms of providing insights into applying them to other countries, particularly developing countries in Asia and the Pacific.
- The third plenary session was also composed of three presentations and three designated discussions. The session presented ODA (official development assistance) performance and related issues in two countries: Japan and South Korea. The two countries were relevant for the theme of the third session and key issues were clearly presented and discussed taking into account giving and receiving perspectives.
- The second day was composed of two workshops. And these two workshops were very

beneficial to practitioners particularly at the local level.

Although the 2010 conference was a successful one, there have been some suggestions for the future. Some recommendations include:

1. It is recommended that speakers, moderators and discussants should represent more diversity in terms of their professional field and national background.
2. The Q&A session should be longer to accommodate more interactions with the audience.
3. UNPOG should have a plan and budget approved at least six months before the international conference date.
4. UNPOG should consider an option to hold this kind of international conference in other countries in Asia and the Pacific. Since the two previous international conferences were held in Korea, it would be excellent to have a conference in other countries. This option would help publicize the presence of the UNPOG and promote timely collaboration among participating countries.

Overall, participants were very much satisfied with the 2010 conference, and strongly recommended to have this kind of conference annually.

UNPOG plans to have a meeting sometime in September to assess the performance of the 2010 conference and discuss better approaches of planning an international conference and collaborating with the DAPDM-UNDESA and the Korean government.

## ANNEX I: CONFERENCE AGENDA

**Thursday, 17 June 2010**

### Opening Session

08:30~10:00	Registration	
10:00~10:30	Welcome & Congratulatory remarks by <b>Sha Zukang</b> (Under-Secretary-General, UNDESA), <b>Chang Sub Jung</b> (Vice Minister, MOPAS), <b>Jong-moo Choi</b> (Head, UNPOG), <b>Xuan Zengpei</b> (Director, UNESCAP)	
10:30~11:20	Keynote Address	<b>Hong-Koo Lee</b> (Former Prime Minister)
		<b>Augusto B. Santos</b> (Secretary, National Economic and Development Authority, the Philippines)
		<b>Jae Wan Bahk</b> (Senior Secretary, Office of the President)
	Special Presentation	<b>Vincenzo Aquaro</b> (Chief, e-Government Branch, UNDESA/DPADM)
	Keynote Speech	<b>B. Guy Peters</b> (Prof., Univ. of Pittsburgh)
11:20~11:40	Q & A	

### Session 1: Good Governance and Public Administration for National Development

	Chair - <b>James L. Perry</b> (Prof., Indiana Univ.)	
13:00~14:00	Presentation	(1): <b>Yong-duck Jung</b> (Prof., Seoul Nat'l Univ.)
		(2): <b>James Wong</b> (Deputy Secretary, Prime Minister's Office, Singapore)
		(3): <b>Scott A. Fritzen</b> (Prof., LKY School of Public Policy)
14:00~14:15	Discussion	(1): <b>Pileon Seo</b> (Deputy Minister, MOPAS)
		(2): <b>Hak-Su Kim</b> (Former Executive Secretary of UNESCAP)
		(3): <b>B. Guy Peters</b> (Prof., Univ. of Pittsburgh)
14:15~14:30	Q & A	

### Session 2: Cases and Innovations in Good Governance and Public Administration

	Chair – <b>Wha-Joon Rho</b> (Prof., Seoul National University)	
14:50~15:50	Presentation	(1): <b>Hunmin Kim</b> (Prof., Ewha Womans Univ.)
		(2): <b>M. Ramesh</b> (Prof., Univ. of Hong Kong)
		(3): <b>M. Jae Moon</b> (Prof., Yonsei Univ.)
		(4): <b>Nandita Dutta</b> (Programme Analyst, UNDP Bangladesh)
15:50~16:05	Discussion	(1): <b>Yoon Hwan Cho</b> (CEO, Hanyoon Industries Co.)
		(2): <b>Xuan Zengpei</b> (Director, UNESCAP)
		(3): <b>Eui Young Kim</b> (Prof., Kyung Hee Univ.)
16:05~16:20	Q & A	

### Session 3: International Cooperation for Official Development Assistance and Good Governance

	Chair - <b>Marc Holzer</b> (Prof., Rutgers Univ.)	
16:40~17:40	Presentation	(1): <b>Hyun Cho</b> (Deputy Minister, MOFAT)
		(2): <b>Yasuyuki Sawada</b> (Prof., Univ. of Tokyo)
		(3): <b>Jin-Wook Choi</b> (Prof., Korea Univ.)
17:40~17:55	Discussion	(1): <b>Jae-Ho Eun</b> (Principal Research Fellow, KIPA)
		(2): <b>Tran Trong Toan</b> (Ambassador, Embassy of the Socialist Republic of Vietnam)
		(3): <b>Dongwon Ahn</b> (Vice President, KOICA)
17:55~18:10	Q & A	

## ANNEX II: AIDE MEMOIRE



**Aide-Memoire**  
**International Conference on Good Governance for National Development**  
**Workshops on**  
**ICT Access and e-Government for Achieving the MDGs**  
**E-Cities Network in Asia and the Pacific**

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**17-18 June 2010, Millennium Seoul Hilton, Republic of Korea**  
**Co-organized by UNDESA/UNPOG, UNESCAP, and MOPAS**

### 1. Introduction

The United Nations Project Office on Governance (UNPOG), a project under the Division for Public Administration and Development Management (DPADM) of the United Nations Department of Economic and Social Affairs (UNDESA) will organize in cooperation with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Ministry of Public Administration and Security (MOPAS) of the Republic of Korea, an **International Conference on Good Governance for National Development to be held in Seoul, Republic of Korea, on 17<sup>th</sup> June**. On the following day, 18<sup>th</sup> June, all participants will be divided into two Workshops: (1) Workshop on e-Government for achieving the Millennium Development Goals and (2) Workshop on the e-Cities Network in Asia and the Pacific: local e-Government for achieving the MDGs and service delivery. The two days were therefore specifically designed to encapsulate the role of governance in promoting development, followed by two practical workshops on how recent trends in Information and Communication Technology can promote e-Government both at national and local levels to achieve internationally agreed development goals, particularly the MDGs.

### 2. Background

Good governance and effective public administration are increasingly receiving recognition from the international community as the foundation for the successful achievement of a wide range of international and domestic policy objectives, including most items on the United Nations development agenda. As the basis for effective policy selection and implementation, governance – including public administration and civil service, rule of law, regulatory frameworks, and transparent and participatory decision-making processes – is a necessary condition to achieve the Millennium Development Goals (MDGs).

Governance is the process of interaction between three sets of actors – the State, civil society, and the private sector – in making political, administrative, economic, and social decisions that affect citizens. Institutional designs and structures of governance are necessary, but not sufficient to improve the quality of governance as a process, which should be characterized by participation, accountability, access, justice, equity, effectiveness, efficiency, and sustainability.

More recently, the ICT revolution is gradually generating another revolution in public administration with the advent of e-Government. E-Government goes beyond information sharing and is profoundly influencing the way Governments perform and deliver services by potentially accelerating delivery times and improving the quality and quantity of services provided, as well as allowing timely feedback from

civil society on public policy initiatives both at national and local levels.

ICTs can be combined with knowledge management, innovation, institutional coordination as well as capacity building to advance the notion of electronic and mobile government (e-Government). These tools are critical inputs for meeting development goals in the areas of governance, economic development, protection of the environment, poverty alleviation, health, and for the improvement of service delivery and overall living conditions in society. These tools also have the potential to significantly improve participation, and access to information about public policies and programmes that are conducive to meeting the MDGs. Effective knowledge management is necessary for governments to reap the benefits of these tools, by ensuring that information is effectively stored, used, and shared at the intra-organizational level, as well as between organizations, and between governments, citizens and private sector. Adequate functional and technical skills are equally important, requiring greater investments in education, training and capacity development.

### **3. Audience**

The International Conference on Good Governance for National Development will gather policy-makers, governance practitioners, and eminent scholars of public administration to exchange perspectives and share insights and experiences on forming effective and sustainable development strategies through good governance.

### **4. Objectives**

- Discuss key issues and highlight the role of good governance and public administration for national development and the MDGs;
- Provide a platform for policy dialogue and knowledge networking among governance stakeholders, including the local level;
- Facilitate the sharing of lessons, experiences and best practices on governance and public administration in the region, including ICT applications and e-government for public service delivery;
- Foster linkages and cooperation among stakeholders on achieving the MDGs through good governance, ICTs and e-Government at the national and local levels.

### **5. Expected Accomplishments**

- Increased awareness among policymakers, practitioners, scholars, and other actors on the role and contribution of good governance and effective and efficient public administration for national and local development;
- In support of UNPOG's research on public administration, identify innovative examples of country and city strategies or practices demonstrating good governance and responsive public administration;
- Demonstrate the strategic role and contribution of Information and Communication Technologies in public administration for the achievement of the Millennium Development Goals;

### **6. Outputs**

- Country cases and presentations which will be uploaded as contributions into the Public Administration Knowledge Space (PAKS) of DPADM / UNDESA. For more information, visit <http://www.unpan.org>
- Publication summarizing Conference proceedings and reporting on outcomes and next steps.

## **7. Venue and Organization**

The Conference will be conducted in English and will be held at the Millennium Seoul Hilton, Republic of Korea, from 17 to 18 June 2010.

The Conference will consist of an opening ceremony with keynote speeches and four regular sessions in the first day, and two special workshops in the second day, as mentioned above. Proposed themes of sessions and workshops are as below.

### **Day 1**

- Session 1: Good Governance and Public Administration for National Development
- Session 2: Cases and Innovations in Good Governance and Public Administration
- Session 3: International Cooperation for Official Development Assistance and Good Governance
- Session 4: Role of UN in Knowledge-Sharing on Public Administration

### **Day 2**

- Special Workshop 1: Workshop on e-Government for Achieving MDGs
- Special Workshop 2: Workshop on e-Cities Network in Asia and the Pacific

### **ANNEX III: LIST OF PARTICIPANTS**

*See a seperate EXCEL file*