



GOVERNANCE MATTERS



CHALLENGES

The state is often regarded the key player in setting the legal and institutional framework for the public and the private sector to participate in decision-making related to social, political and economic development. Performance-oriented analyses of this paradigm evaluate to which extent the state and the public confirm, distribute, mobilize and articulate good governance features as outlined in the graphic.

GFA APPROACH AND SERVICES

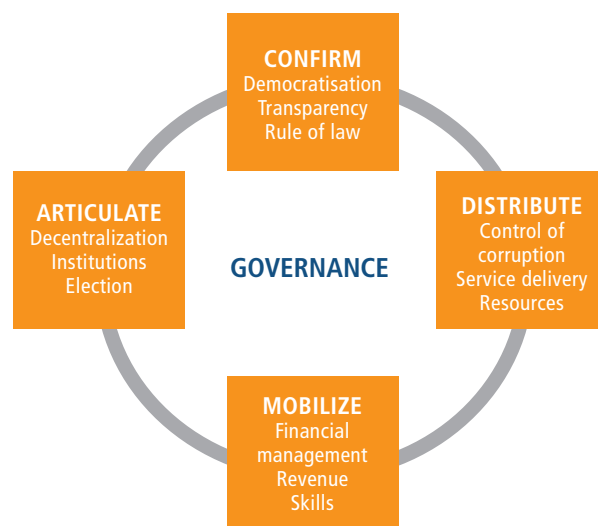
GFA approaches governance at the macro, meso and micro levels of development and aims at improving its three dimensions – policy, polity and politics. Our experts support good governance in the policy dimension where we engage in state reform and policy dialog for national authorities and political decision makers. GFA teams advise on institutional development as part of the polity dimension. Also, we support fostering efficient and effective local governance and have in-depth knowledge and experience in facilitating negotiation processes in the politics dimension between the state, civil society and the private sector.

Policy needs options – GFA supports national governments in policy making with the help of our experienced advisors. Our multi-disciplinary experts develop options and facilitate the assessment of alternatives in order to reach sustainable policies. We engage in reform dialog in transition countries on command-led versus market-oriented economies and on centralized versus decentralized government structures. Under the premises of the Paris Declaration of Aid Effectiveness, we foster aligning sector policies with national strategies.

Improving polity – GFA considers reliable and accountable institutions a pre-requisite for the state to motivate the public and private sector to invest in development, economic growth and poverty alleviation. Our highly qualified experts have backgrounds in public administration and master

organizational development, social and intercultural skills to advice and foster change management processes within institutions at national and local levels. GFA focuses on accountable, effective and efficient institutions in the private and public realm: We enable them to participate in decision-making with their constituents in a result-oriented manner. GFA experts use a variety of tools, training methodologies and promising practices to safeguard tangible and sustainable outcomes.

Processes feed politics – The political dimension builds on development processes: The administration, the public, civil society and the private sector continuously try to enhance development and to secure a sustainable future under challenging circumstances. We have the skills and expertise to assist in developing, rebuilding and restructuring processes in crisis and post-conflict countries. GFA consultants define and refine processes in decentralization, financial management, rule of law and aid implementation.



RULE OF LAW



CHALLENGES

Many countries lack a functioning rule of law system. This creates injustice and causes severe injury to the people due to prevailing powers and self-interest against reason and the common good. Consequently, this hinders economic and social development while arbitrariness, corruption, discrimination, and violence flourish.

Only a society based on principles of the rule of law will prosper, develop, and provide its people a peaceful and enjoyable life without suffering and fear of those in power.

The rule of law system is based on the idea of establishing a combination of powers in society to guarantee the formation of good and equal laws, impartial execution, and faithful interpretation, allowing citizens to rely on the law.

The rule of law provides a rule-based system in which the government and its agents, as well as individuals and private entities, are accountable under the law and where laws are clear, publicized, stable, fair, and protect fundamental rights. Democratic principles such as accessibility, fairness, and efficiency determine the processes by which the laws are enacted, administered, and enforced. Access to justice is provided without discrimination. Judicial officers are impartial, independent, and of sufficient number to reflect the makeup of the communities they serve. A

functioning rule of law system protects fundamental rights, including the security of persons and property, combats corruption, promotes reforms, and improves access to justice. It imposes limits on how government and private entities exercise power and increases the power of the people, the actual stakeholders in society.

The challenge is not only to extend the rule of law into societies not yet familiar with it but also, and equally important, to expand this framework to all corners of governance within societies already accustomed with the rule of law.

GFA CONCEPT AND SERVICES

GFA implements projects for a number of donors such as EU and GIZ in a multitude of countries in Europe, Asia, Africa, and Latin America to strengthen the rule of law. GFA assists with capacity building and training to empower the people and their governments to foster the rule of law – in line with their history and cultural background – in their countries. GFA continually enhances its in-house expertise and knowledge on rule of law reform and shares up to date information through its working group on justice. GFA experts inter alia are engaged in legal reform processes, institutional capacity building of judicial bodies, strengthening the efficiency and credibility of criminal justice systems and improve access to justice for the people.

CIVIL SOCIETY AND DEMOCRACY



CHALLENGES

Democratic states have proven successful in building stable societies with competitive economies and functioning public service systems. Compared to autocratic states, democratic systems are also less prone to conflict. This is the reason why support for young democracies has been high on the agenda of international development partners since the 1990s, when democratization processes succeeded in many countries. In the beginning, the focus lay primarily on assisting in the creation of a legal framework and of democratic institutions. However, once institutions are set up, the challenge of filling democratic structures with life remains. Changing behaviour and attitudes of both state and non-state actors constitutes a

difficult task. The state has duties vis-à-vis its citizens and should be held accountable by its citizens. But citizens also have to be aware of their rights and duties as well. In expressing their interests towards the state and by actively taking part in decision-making processes, citizens contribute to building prospering, dynamic, and internationally competitive economies.

GFA CONCEPT AND SERVICES

GFA conceives civil society as comprised of all groups that join forces to advocate their rights and interests in a public sphere. The starting point in promoting democracy and civil participation is that all measures should contribute to improving the well-being of the people. GFA has been involved in a variety of projects supporting civil society. Services include mapping studies that assess relevant civil society stakeholders in specific fields such as water, education, human rights, land rights etc., and at different levels of development and need of support. These assessments often pave the way for capacity building measures or campaigns to enhance knowledge on rights and duties.

The objective is to strengthen non-state actors and to turn them into respected dialogue partners whose voice is heard and considered in planning and monitoring the implementation process of strategies at all levels. An important issue in this context is training civil society actors such as parliamentarians to read and understand budgets and follow up on budget performance in the public sphere.



PEACE AND SECURITY



CHALLENGES

Insecure and conflict-affected environments are an obstacle to development. They are prone to social and economic deficits, which impede sustainable development. Therefore, safeguarding peace and security is an immense challenge for governance in a lot of developing countries. Civil war can become a risk for a whole region as conflicts can easily spread across borders. Moreover, regions strewn by conflict and insecurity do not provide fertile ground for development aid.

At the same time, states with weak governments, which cannot achieve development goals, are more inclined to conflict than others. A lot of countries suffer from state fragility, meaning that states lack adequate capacities to cope with conflicts of interests, to protect its population, to uphold rule of law principles and to deliver public services. Such countries often pose a threat to security and peace at a global scale as they may easily become a safe haven for terrorist activities.

GFA CONCEPT AND SERVICES

GFA operates in a whole range of countries which are either prone to conflict, recover from violent clashes or are particularly fragile environments. In this context, conflict sensitivity constitutes a key element of GFA's work in all its projects.

GFA recognizes that peace and security and sustainable development are mutually interdependent goals and help ensure sustainable development. In order to promote peace and security, GFA promotes social cohesion and inclusion in order to address underlying grievances that can spur conflict.

At the same time, GFA supports peace building and reconciliation measures to achieve sustainable peace and security. Reconciliation programs address past grievances to enhance trust and understanding among former conflict adversaries. Support to civil society and dialogue between the state and civil society play a key role in this process.

GFA experts engage in capacity building and institutional strengthening to enhance a country's capability in managing conflicts of interests peacefully. We support the reinstallation of governance structures through state-building measures and the strengthening of public institutions in our partner countries. In post-conflict situations, GFA also provides hands-on support through rebuilding efforts and the provision of basic services. By taking into account the multi-dimensional nature of peace and security, GFA addresses conflict transformation not only at the national but also at the local and regional level.

PUBLIC ADMINISTRATION REFORM

CHALLENGES

The reform of public administration of developing and transitional economies has been on the agenda of international cooperation from its beginnings. The reform focus has varied over time – raising reform capacities in the era of structural adjustment, transforming the state apparatus towards more market-oriented societies in former socialist countries, or enhancing horizontal governance as in the case of today's EU and OECD support for EU neighborhood and enlargement countries. But the major reform challenge is how to help states and its administrations to better serve its citizens.

It has been recognized that the mere transfer of structures, procedures or laws will not automatically result in better performance and lead to change. Today's efforts are aware of the systemic and political character of change in administrations. Reforms from within may be complemented by measures to mobilize constituencies exerting pressure for change from the outside. These constituencies can be central reform agencies, parliaments, local governments or civil society.

GFA CONCEPT AND SERVICES

GFA understands public administration reform (PAR) objectives as improving procedures, processes, structures and management skills in order to enhance the integrity, efficiency, effectiveness, or legitimacy of state action. PAR can aim at enabling partner countries to comply with international agreements in a transparent and efficient way. Finally, it should

make service delivery more efficient, geared towards citizens' needs, or meet criteria such as transparency, integrity, legitimacy or the rule of law.

GFA's services in past and actual projects fall into the three categories of PAR support measures. Institutional framework and structure, such as design of legal and institutional reforms, improvement of administrative oversight and control mechanisms, or development of procedural framework for legal approximation of EU legislation. Human resource management, e.g. advice on civil service regulation, public administration education and training, or raising awareness regarding integrity principles. Organization and procedures, such as supporting the reengineering of public service delivery, improvement of citizen complaint handling, training on information access and administrative procedures laws.

A variety of donors have contracted GFA for assessing and developing the capacities of actors at the national level, e.g. centre of government entities and key ministries, state agencies such as public service agencies or public administration reform units, independent oversight institutions such as supreme audit agencies or ombudsmen. Our teams of experts have also been entrusted with the implementation of reform efforts at sub-national levels, e.g. capacity development of municipal administrations on result-based management, service delivery procedures or human resource management.



DECENTRALIZATION SERVES PEOPLE'S NEEDS



CHALLENGES

Decentralization is not an end in itself but rather a necessary reform safeguarding the delivery of public services that match local citizens' needs and increasing empowerment and participation in local political processes. In the course of democratic reforms in developing countries since the early and mid 1990s, decentralization policies have become a cornerstone of political and administrative reforms. As transition countries and young democracies often lack state legitimacy, decentralization reforms are meant to enable improved management of local demands. However, challenges are manifold. Even if a general commitment towards decentralization is prevailing, political struggles often occur and may slow down the reform's pace. Although power and competences are transferred to sub-national levels, regional and local administrations often lack adequate capacities and suffer from vacant positions. Procedures and workflows are mostly not institutionalized and therefore lead to uncertainty. This is a major pitfall for local governance and public administration. In addition, the generation of financial resources at or the allocation thereof to the local level is generally insufficient. Consequently, it is difficult for local governments to meet local citizens' expectations which may even jeopardize people's support for reform processes.

A rapidly growing percentage of the world's population lives in cities. New challenges result from these ongoing urbanization processes for regional and local administration. Joint responsibility of civil society, private enterprises, and nation states is required to create an environment conducive to managing complexity, ensuring basic service provision and partake of citizens in the new urban areas.

GFA CONCEPTS AND SERVICES

Building on many years of experience the GFA Consulting Group offers services not only for local institutions but for beneficiaries of all tiers of government and civil society that are related to decentralization reforms, local participation and empowerment. GFA experts consider goal-oriented reform dialog a key element in designing successful reform processes between all kinds of stakeholders at national and sub-national levels. Principally, we choose a well-balanced mix of client oriented, customized tools and the introduction of state-of-the-art methods in administrative, fiscal and political decentralization as well as local governance.

GFA's services range from new approaches of local administration management via strategic and development oriented planning to the cooperation between various local stakeholders and departments at different levels. As we stress local financial autonomy, GFA is involved in the elaboration of vertical financial transfer mechanisms, and the improvement of local revenue management and tax administration. Aside from advisory services, an important cornerstone of our teams' interventions is training and capacity development. GFA's C³ training method based on adult education principles that facilitate participation is well suited for on-the-job training. Finally, GFA emphasizes the necessity of vertical and horizontal support for a rollout of best practices based on the company's long-standing experiences.

SOCIAL PROTECTION



CHALLENGES

Social protection comprises all public and private initiatives that provide income or consumption transfers to the poor, protect the vulnerable against livelihood risks, and enhance the social status and rights of marginalized people. Its overall objective is to reduce the economic and social exposure of poor, vulnerable and marginalized groups.

The majority of the world population lives without any social protection. More than 70 percent have no safeguard against life risks such as sickness, unemployment and poverty at old age. In addition, most of the working population is employed in the informal sector, with no access to state social protection systems.

Against the background of economic crises, some emerging economies started implementing social protection policies over the last decade. An increasing number of low-income countries has been following suit. The significance of social protection is increasingly regarded as linked to its potential to stimulate productivity and inclusive growth. In most countries, however, social protection systems still face crucial challenges such as underfunding due to tight state budgets or fragmentation of systems resulting in a low coverage of poor and vulnerable groups.

The concept of expanding and enhancing social protection systems is gaining ground among national policy makers and in international discussions. The current debate is focusing on how best to design social protection systems and who should provide and finance it. One crucial

aspect is whether it should be universal or targeted at the poorest groups. Social protection has become a major issue of the post-2015 agenda, and has been included as a human right in several international conventions. The role of social protection for sustainable economic development in terms of inclusive growth and successful poverty reduction is widely acknowledged. It is regarded a key to achieving the global goals for sustainable development.

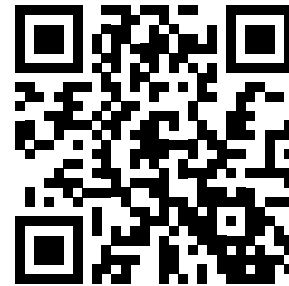
In another context, social protection gained further relevance as it is considered a mechanism to help respond to crises, fragile states, conflicts, impacts of climate change as well as migration and displacement.

GFA CONCEPT AND SERVICES

GFA supports governments worldwide in strengthening their social protection policies and mechanisms through technical assistance as well as monitoring and analysis. Our experts provide policy advice and institutional development to governments and assist in capacity building and training. This helps to empower people and their governments developing and implementing more efficient systems to increase social protection coverage. We also provide technical support related to specific objectives such as strengthening social health protection or establishing conditional cash transfer systems and social assistance.

GFA continually enhances its in-house expertise and knowledge on social protection and shares up-to-date information through its social protection working group.

PROJECTS AND CONTACT



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