

*plus ça change*

**The more things change**

**Emmanuel C. Lallana, PhD, Chief Executive, [ideacorp](#)**

# governance

- **no longer what it used to be twenty years ago, even though the public purposes of government has remained the same.**

# **governance – what has changed**

- **Today, the combined resources of and expertise of government, civil society, and the market are harnessed in co-producing the governance of society.**

# 21<sup>st</sup> century governance context

**1) The growing emergence of non-state actors, basically transnational corporations (TNCs) and non-governmental organizations (NGOs).** Increasingly, the State has to share its power with these non-state actors. Such power-sharing is most pronounced at the supra and infra-national levels;

## 21<sup>st</sup> century governance context

**2) The growing emergence of levels of managing public affairs, other than the nation-state level. ... (In) particular of the emergence of supra-national levels (EU, global), as well as of infranational levels (local, regional);**

# 21<sup>st</sup> century governance context

## 3) The growing separation of the State's 3 main functions:

- a) service delivery function,
- b) rule-making function, &
- c) regulatory function.

These three functions can increasingly be treated as being separate from each other & therefore being shifted to the different levels & the different actors

# **governance – what remains the same**

We must ensure that

- govt fulfill its core responsibility as guarantors of social justice;**
- govt innovations must strengthen and nurture democratic institutions and processes;**
- habit of innovation is deeply ingrained in the culture of public service**

# citizen participation

- **Individuals are organized to contribute their advice or energies to a public project or toward solving some social problem**
- **instances in which participatory mechanisms are endowed with decisionmaking authority**



# participation - record

- **Approaches to participatory development are now basic part of the 'toolkit' of development professionals** (community organizers, civil servants, World Bank teams)

- Alnoor Ebrahim “Towards a reflective accountability in NGOs”  
*Global Accountabilities* p. 196

# participation - record

- There is disjuncture between an imagined logic of participation, which is empowering & enables downward, accountability, & the structural constraints of a real logic of participation that is a disempowering ritual

# new roles, new skills

- from professional stewards of facilities into a far more complicated, public, and political role that is “part ombudsman, part community organizer, part consultant, and part agency liason.”

*plus ça change,  
plus c'est la même chose*

The more things change, the more they stay  
the same