



Focus on Citizens: Public Engagement for Better Policy and Services

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Citizens in Focus:

Public engagement for better policy and services

Benefits, Risks and Costs

What do governments see as the main **rewards & risks**?

from Open to Inclusive

What are the main **barriers** for the “**willing but unable**” and for those who are “**able but unwilling**”?

from Principles to Practice

How have governments fared in applying the 2001 OECD 10 guiding **principles** for **information, consultation** and **active participation**?

Costs, Benefits and Risks

Costs



- Communication & logistics
- Time
- Reimbursements
- Training for officials
- Training for citizens
- Rewards



Benefits

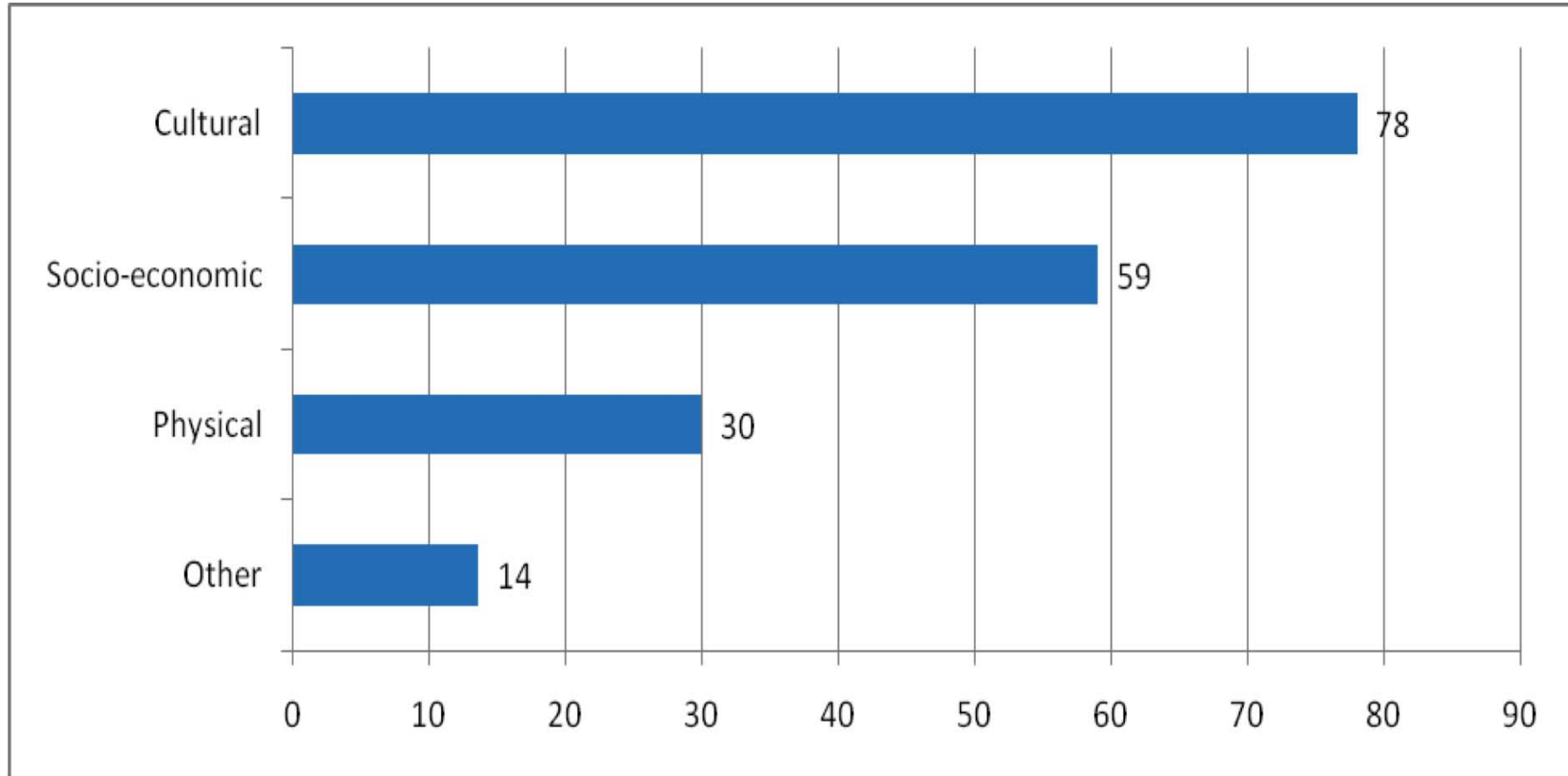
- ✓ Trust
- ✓ Outcomes
- ✓ Compliance
- ✓ Equity
- ✓ Knowledge
- ✓ Innovation

Risks



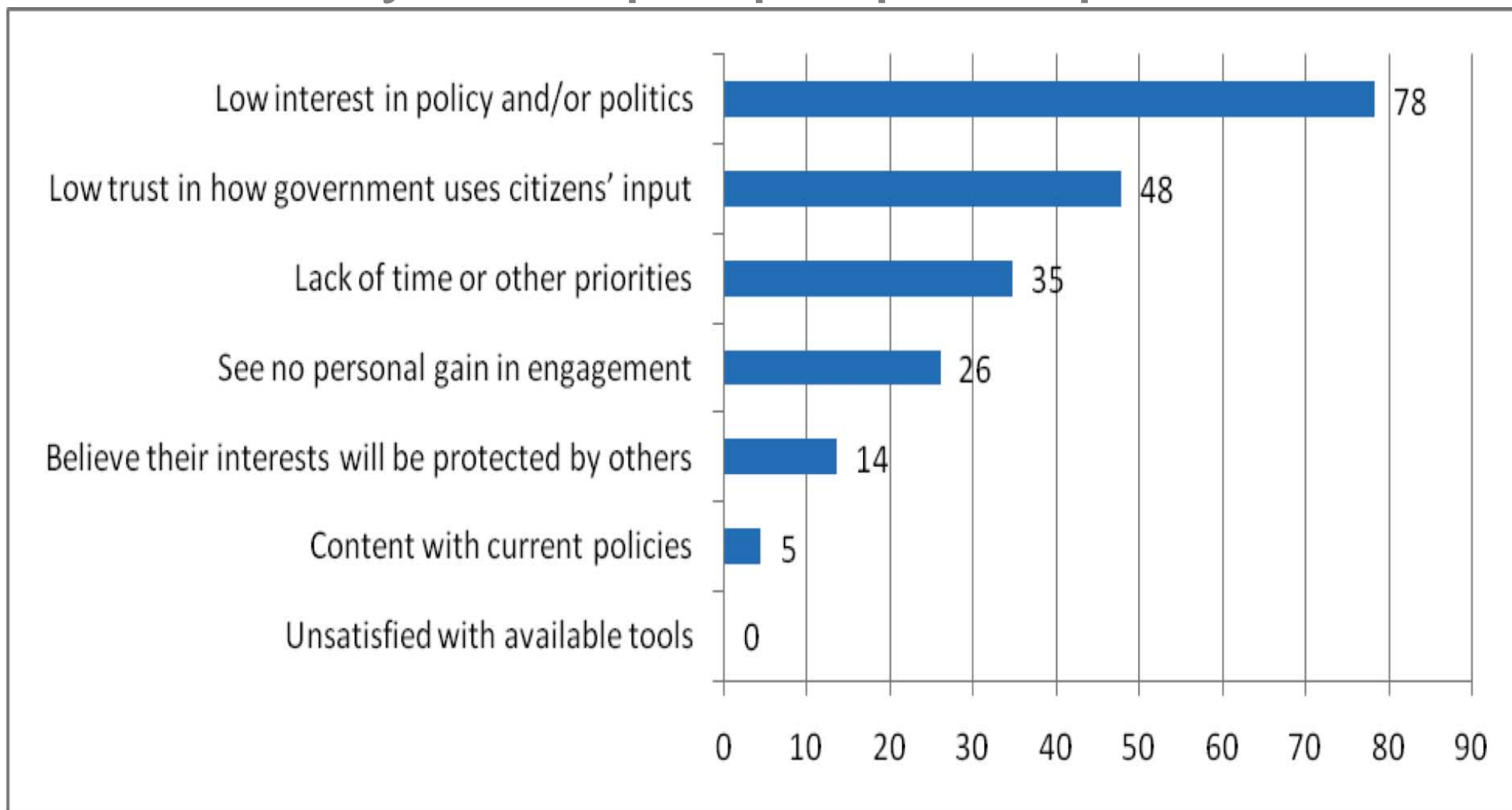
- Delays
- Hijacking
- Conflicts with politicians
- Higher admin. burdens
- Conflicts btw participants
- Consultation fatigue
- Conflict with existing regulations
- Lower trust

Why don't people participate?



They may be **willing but unable...**

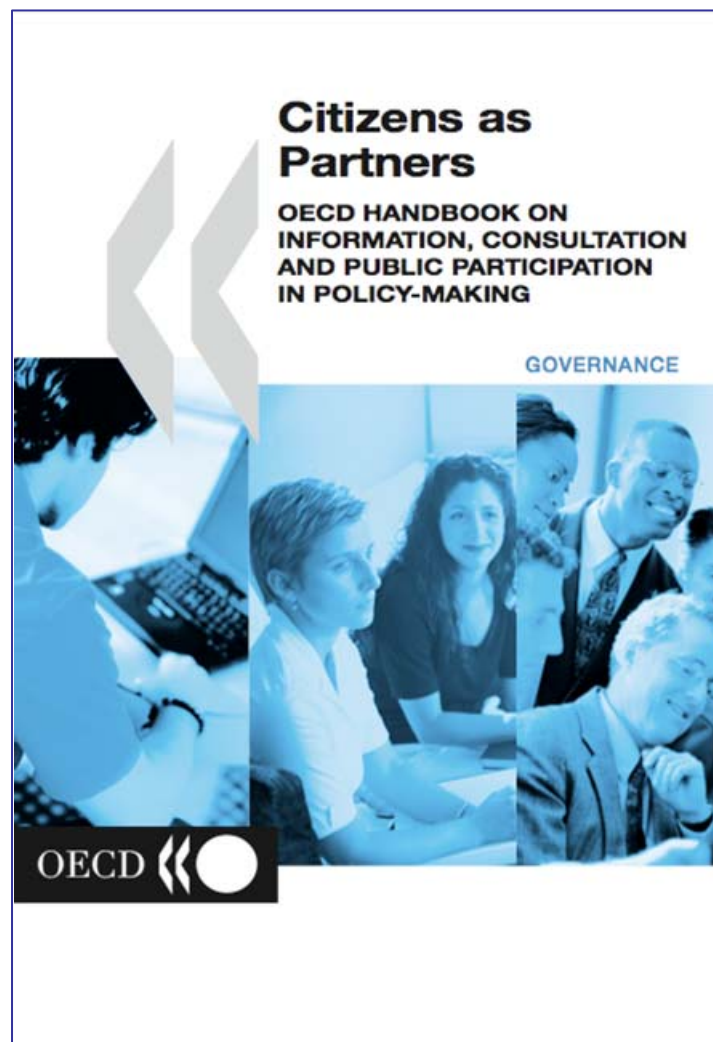
Why don't people participate?



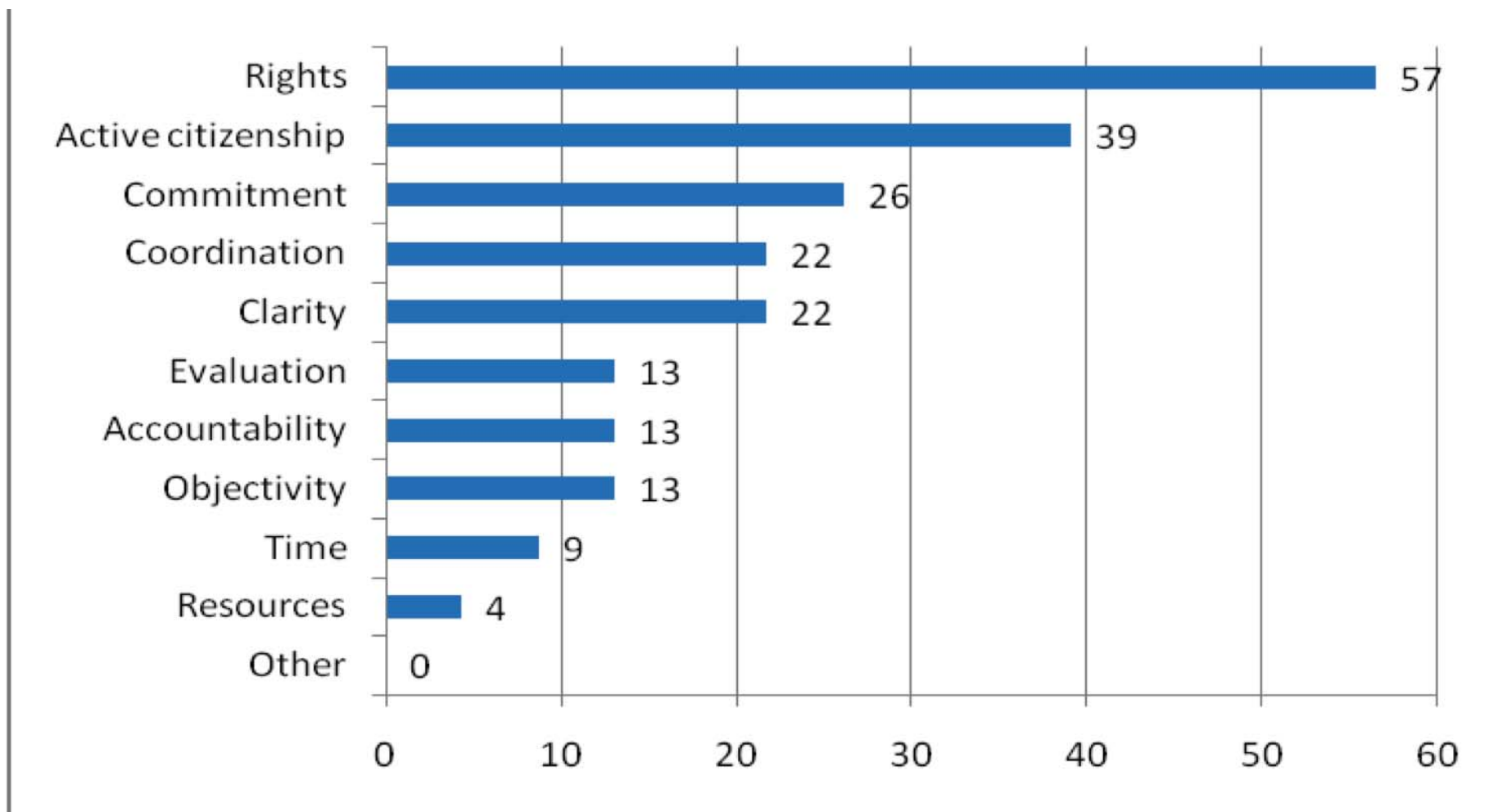
...or, they may be **able but unwilling**

OECD guiding principles (2001)

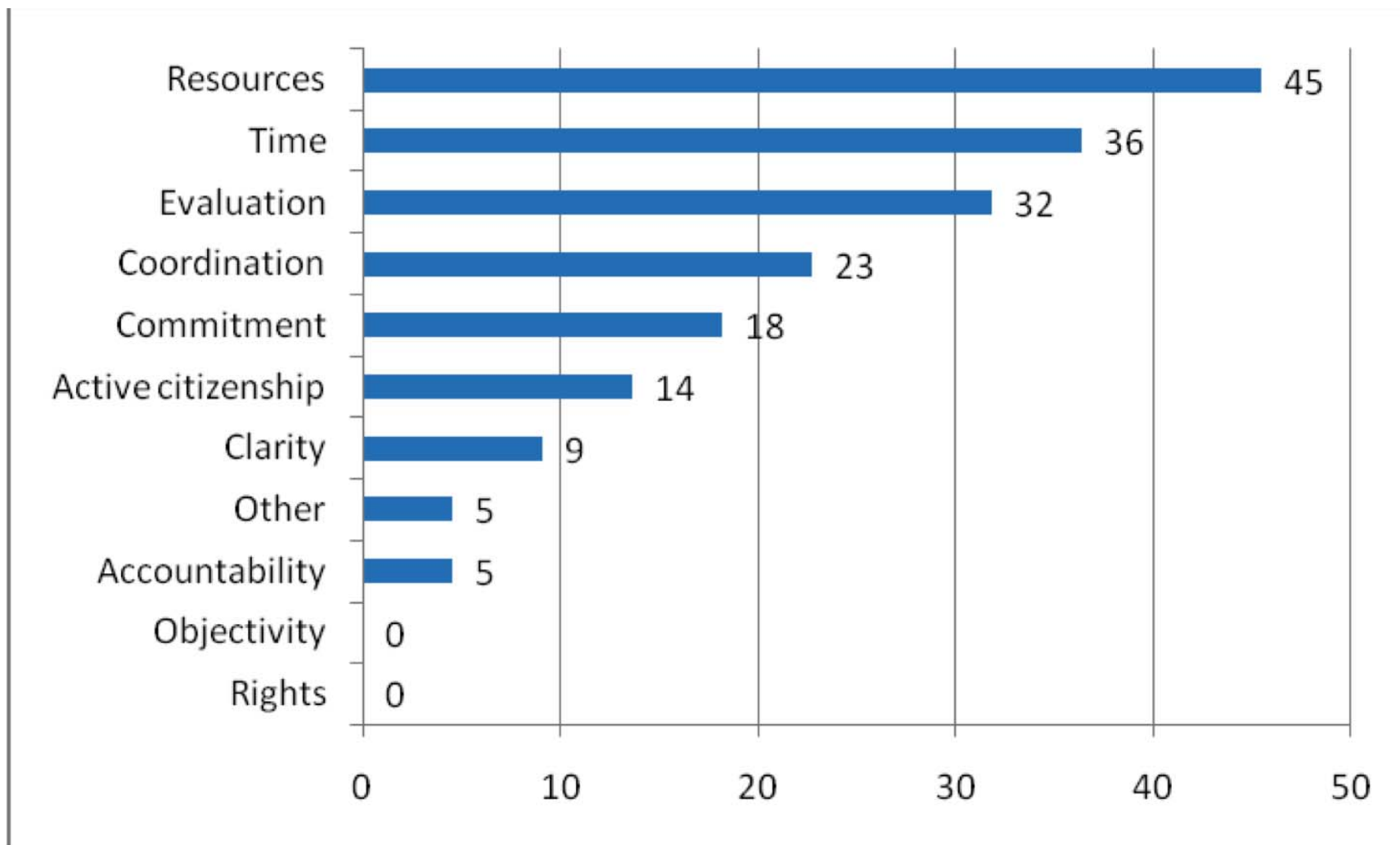
- ✓ Commitment
- ✓ Rights
- ✓ Clarity
- ✓ Time
- ✓ Objectivity
- ✓ Resources
- ✓ Co-ordination
- ✓ Accountability
- ✓ Evaluation
- ✓ Active citizenship



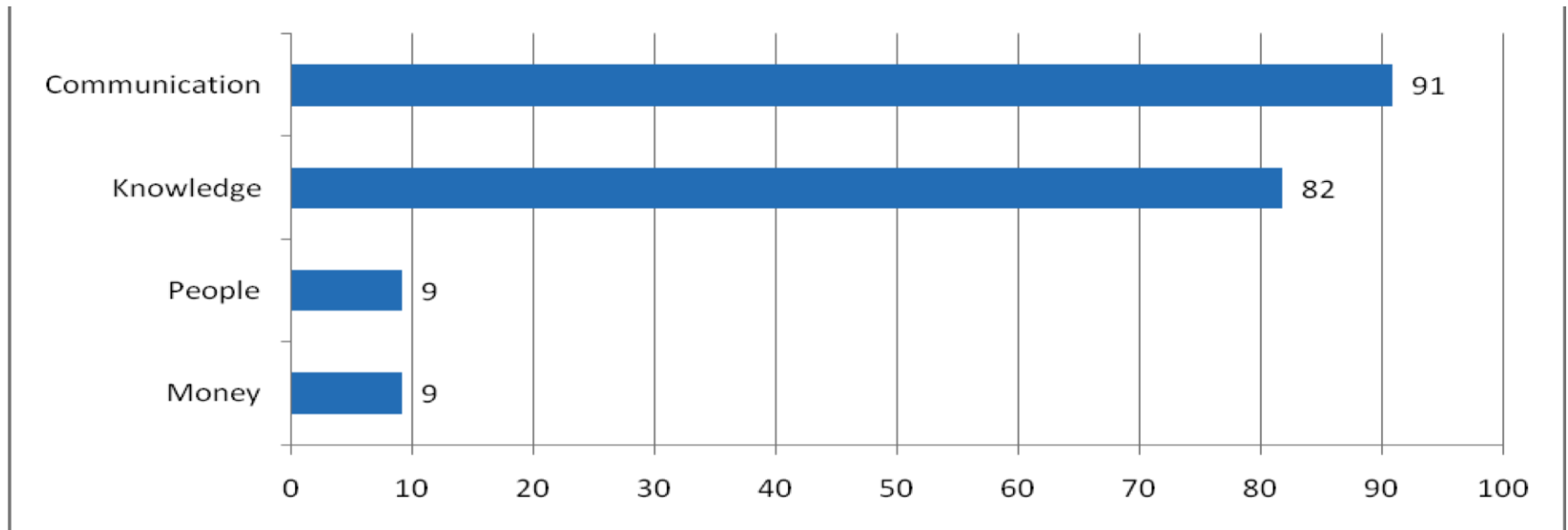
Most progress in applying OECD principles



Most difficulty in applying OECD principles



'Soft' or 'Hard' Resources?



Source: OECD

Invest to Improve Performance

Governments now need to:

- ✓ Mainstream public engagement
- ✓ Develop effective evaluation tools
- ✓ Leverage the participative web (Web 2.0)
- ✓ Adopt sound principles to support practice



2007

Open and Inclusive Budget Making

The Case of Bukgu of Gwangju Metropolitan City of Korea

Network

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Introducing Bukgu

Bukgu(Northern District) of Gwangju Metropolitan City(www.bukgu.kwangju.kr)



1. Population : 463,000 (as of 2006)

2. Area : 121.75km²

3. Mayor & Council System

Mayors : 11th Mayor (1995 ~ 1998, First civil elected) : Tae Hong Kim

12th - 13th Mayor : (1998 ~ 2006) : Jae Kyun Kim

14th Mayor : (2006 ~) : Kwang Woon Song

Administration : 3 Bureaus, 2 divisions, 15 sections, 86 teams,
a public health center (6 teams), 2 workplaces
(5 teams) and 26 dong

904 Public Officers

20 Council Members and 3 Sub Committees

Budget of 2007 Fiscal Year : 219 Billion KRW(168 Million Euro)





Development of Democracy in Local Government



Participation in Public Finance

Limit of Bureaucratic Budgeting

- Limit of collecting citizens' demands
- Citizens' distrust in budget decision making process

Increased Demands of Citizens' Participation in Budgeting

- Tax payers' rights for information on public finance
- Increased participation in important public decision making



02 Developing Systems of Participatory Budgeting

1. Designing a Model and Institutional Settings

1 Internal Discussion Meetings

Young Leaders' Meeting,
Research Meetings for
Bukgu's development



2 Meetings with Council

Explaining the needs of
participatory budgeting



3 Conferences with Public Finance Experts and Civil Society Organizations

Hearings for sharing the demands
for participatory budgeting

4 Institutional Settings

- Local governments' law of requiring citizens' participation in public budgeting
- Establishing Citizens' Participatory Budgeting Committee



02 Developing Systems of Participatory Budgeting

2. Establishing Organizations

Study Group for Participatory Budgeting (9 members)

- Doing research on the system
- Collecting data & analyzing cases
- Suggesting models



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02 Developing Systems of Participatory Budgeting

2. Establishing Organizations

R egional Committee for Participatory Budgeting (192 members)

- Collecting opinions of citizens for budget formulations
- Referring members of Citizens' Committee



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02 Developing Systems of Participatory Budgeting

2. Establishing Organizations

Citizens' Participatory Budgeting Committee (89 members)

- Collecting opinions and suggestions from citizens and the Regional Committee
- Organizing meetings for Bukgu's finance and policies



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2. Establishing Organizations

Joint Committee for Participatory Budgeting (12 members)

- Representatives from Administration and Citizens' Committee
- Final adjusting on budget proposal



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3. Overcoming Challenges

Negative Opinions in Administration

- Strong leadership for Participatory Budgeting
- Educating public officers for Participatory Budgeting

Concerns of Council Members

- Meetings for explaining the system and process of Participatory Budgeting
- Establishing Bukgu's laws to protect Council's authority of reviewing budget proposals & approving the budget

Deficiency of Citizen Members' Ability

- Establishing Citizen Budget Schools
- Recruiting members by application and competition
- Increased accountability, dignity, and satisfaction of members

Limit of Collecting Diverse Opinions

- Opening webpages for citizens' voices
- Meetings for introducing and explaining administrations budget and citizens committee results



03 Operating Participatory Budgeting System

1. Collecting Opinions and Educating Citizens

Internet Website of 'Bukgu's Life'

- Introducing Participatory Budgeting
- Disclosing information on public finance
- Boards for Citizens
 - Participating in budgeting, Forums for the budget



Citizen Budget School

- Education for understanding public budget and the process of participation
- Education on the roles of citizen committee members
- One two-day session in a year



03 Operating Participatory Budgeting System

2. Citizen Committee Meetings



Prior Meetings (September)

- Explaining settlement results of prior year and fiscal policies of next year



Meetings of Sub Committees (Sep~Oct)

- Discussions on public programs of Bukgu with budget



General Meetings (Oct ~ Nov)

- Adjusting Administration's Budget Proposal
 - Adjusting priorities and different opinions among programs



04 Achievement

Presenting a New Model of Public Budgeting in Korea

- The first adoption of participatory budgeting by the local law
 - ▶ Diffused to other local governments – Ulsan, Daejeon
- Initiating amendments of the Local Finance Law (2005.6)

Improving Transparency & Accountability of Public Finance

- Making open administration by ensuring citizens' right to know
- Improving trust of administration by citizens' participation

2006 「Local Government Innovation Brand Program Best 10」

- Building a model of participatory budgeting
 - ▶ manuals, movie clips in CD, e-Budget portal site



Cases of Citizens' Budget Proposals

Collecting suggestions and making proposals

- 13 discussion meetings & 4 surveys
- 378 projects suggested and 265 proposed

Streetlight with Classic Music System

- By a member of Citizens' Committee

- In the park of Munheung - dong : 24 streetlights with 14 million KRW

Shelters for Abandoned Pets

- Established in the Chonnam University : 11 million KRW

Expanding School Roads

- Gwangju East Elementary School - 70 million KRW



Impacts of Participatory Budgeting

Survey Results (2006.8)

■ The First Committee Members ■ The Second Committee Members



- 1 Increased opportunity of citizens' participation in budget formulation period
- 2 Higher accepting rate of citizens' suggestion in budget formulation
- 3 Increased transparency of local finance
- 4 Contributing for the citizens' right to know
- 5 Reducing factors of budget waste
- 6 Increased satisfaction in budget formulation process
- 7 Increased satisfaction in budget formulation results
- 8 Improved equity of government's expenditure
- 9 Increased general satisfaction with local government finance
- 10 Improved accountability of local finance
- 11 Improved capacity of citizens participated
- 12 Contributing to build partnership between the Office and citizens
- 13 Higher degree of understanding the Office's policies
- 14 Higher degree of trust on the Office's policies



05 More Works for Developing Participatory Budgeting

2007
Open and Inclusive in
Budgetary
Decision Making



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For further information:

www.oecd.org/gov/publicengagement

Thank you very much!