



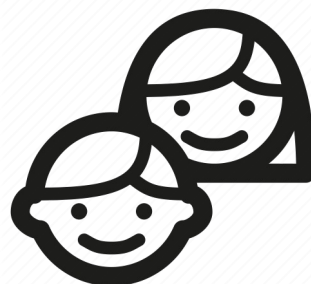
PUBLIC TRANSPARENCY CIVIL PARTICIPATION AND PUBLIC ACCOUNTABILITY

Local practices, pre-conditions, and challenges

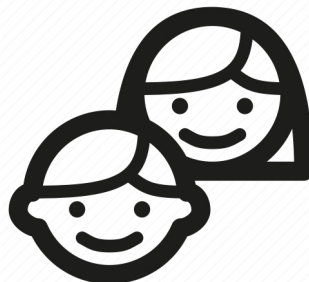
Petra Edina Reszkető
Budapest Institute

2022

LOCAL GOVERNMENT = GOOD GOVERNMENT?

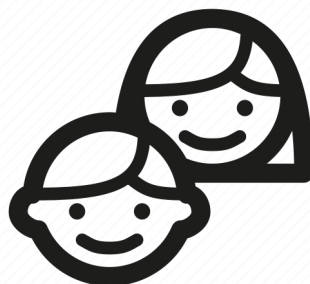


PROVISION OF PUBLIC GOODS & SERVICES



PUBLIC TRANSPARENCY

CAN HELP!



Open budget



OPEN BUDGET – STORY: SLOVAKIA

*Buy Your Own State
citizen budget*

▲ Education

	Total [EUR mil.]	Per capita [EUR]	Per working person [EUR]		%
Basic research	71	13	29	<input type="range"/>	0%
Sport and culture	51	9	21	<input type="range"/>	28%
Primary education	1024	189	422	<input type="range"/>	91%
Secondary education	417	77	172	<input type="range"/>	95%
University education	444	82	183	<input type="range"/>	133%
Other forms of education	67	12	28	<input type="range"/>	0%
Education services (room, board) and other forms of education	126	23	52	<input type="range"/>	0%

Select all | Un-select all

▼ Social system

▼ Defense

▼ Health care

▼ Ministry of Interior

▼ Agriculture


▼ Transportation and telecommunications

▼ Construction and regional development

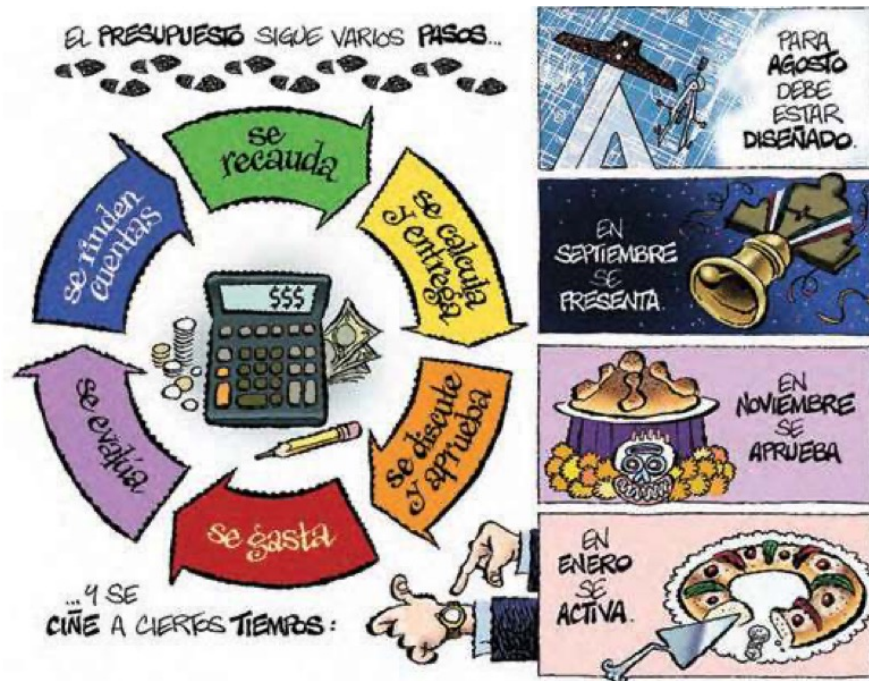
▼ Economy

PUBLIC BUDGET SLOVAK REPUBLIC	
----- YEAR 2019 -----	
YOUR RECEIPT FOR GOVERNMENT SERVICES	
ITEM	PRICE PER CAPITA
1 AID TO PERSONS IN MATERIAL NEED	28
1 PENSIONS	1172
1 HEALTHCARE	915
1 PENSIONS AND BENEFITS FOR DISABLED PERSONS	242
1 LABOR MARKET AND BENEFITS FOR UNEMPLOYED	55
1 EU MEMBERSHIP	198
1 INTEREST AND OTHER EXPENSES OF NATIONAL DEBT	216
1 PARENTAL SUPPORT AND SOCIAL CARE	329
1 ROAD CONSTRUCTION AND MAINTENANCE	209
1 RAILROAD SUBSIDIES, CONSTRUCTION AND MAINTENANCE	167
1 HOUSING SUBSIDIES	18
1 KINDERGARDENS	95
1 PRIMARY EDUCATION	290
1 SECONDARY EDUCATION	109
1 UNIVERSITY EDUCATION	119
1 AGRICULTURAL SUBSIDIES	173
1 POLICE	167
1 PUBLIC TRANSPORT COMPANIES	43
1 DEFENSE	305
1 WIRED SOCIETY INITIATIVE	17
1 TAX AND CUSTOMS ADMINISTRATION	49
1 ENERGY AND INNOVATION SUBSIDIES	57
1 JUDICIARY, PROSECUTORS AND PRISONS	93
1 THEATRES, MUSEUMS, GALLERIES, TV+RADIO	93
1 SICKNESS ALLOWANCES	127
1 OPERATION OF TOWN HALLS AND REGION'S OFFICES	213
1 ENVIRONMENTAL PROTECTION	137
1 GOVERNMENT RESERVES	196
1 REGIONAL DEVELOPMENT	29
1 CONTRIBUTORY ORGANIZATIONS	34
1 OTHER	933
TOTAL (EUR)	6828

THE GOVERNMENT PLANS TO SPEND AS MUCH
AS IT SHOULD COLLECT IN 2019.
NEVERTHELESS, EACH CITIZEN'S SHARE
ON DEBT WILL INCREASE BY € 296
AND REACH € 8,388.


WWW.PRICEOFTHESTATE.ORG

OPEN BUDGET – STORY: MEXICO CITY (MEX)



www.procesos.finanzas.cdmx.gob.mx



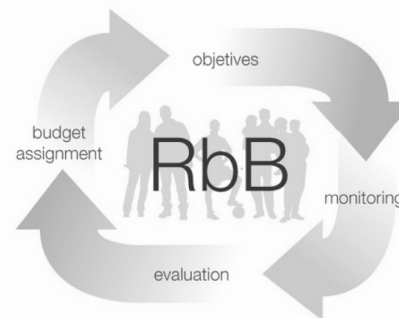
Gobierno del Distrito Federal
Secretaría de Finanzas

Results based Budget (RbB) in Mexico City

Español

Thursday, December 15, 2022 at 3:35:33 am

Home Conceptual Framework Regulations RbB Breakthroughs Recommended Links FAQs Financial Secretary Contact



Objectives

From the beginning of this administration, Mexico City's government has maintained the commitment to make efficient use of its resources through a transparent and effective administration. In this context, it has adopted the methodology of the Results Based Budget (RbB) which main objectives are:

- 1. Reduce the budget inertia**
logrando by achieving an efficient link between assignments, products and public services offered to the citizens.
- 2. Articulate the strategic planning**
with programming processes, budgeting and resources optimization through more effective and efficient programs and policies which are measurable through strategic indicators.
- 3. Generate incentives**
in the budgeting process so as to achieve an effective administration and reach the expected results.
- 4. Build the bases in the development of effective evaluations**
that will generate adequate information for decision making and with that feedback the budget process stages through performance, strategic and administration indicators.
- 5. Achieve that the budget becomes a real administration tool**
that affects the efficiency and effectiveness of the government actions in compliance with its functions.

Budgetary process

Results Based Budget

The Results Based budget is a methodology that allows the improvement of public expenditure and promotes an adequate rendition of accounts. The RbB is based on the orientation of government's actions towards the results the citizens expect to obtain and not on the investments public servants do daily in order to meet their obligations. This is significant difference with traditional budgeting methods, as the focus is centered on the generation of "public Value" and the attention on individual's demands. With this method (RbB) the quantity and quality of goods and public servants is increased, it reduces the administrative and governmental operations expenditure, it promotes the conditions for economical and social development and above all, it generates greater impact of the government's action on the people's wellbeing.

OPEN BUDGET – STORY: PRAGUE DISTRICTS (CZ)

CITYVIZOR

Praha 17

Přehled

Výdaje

Příjmy

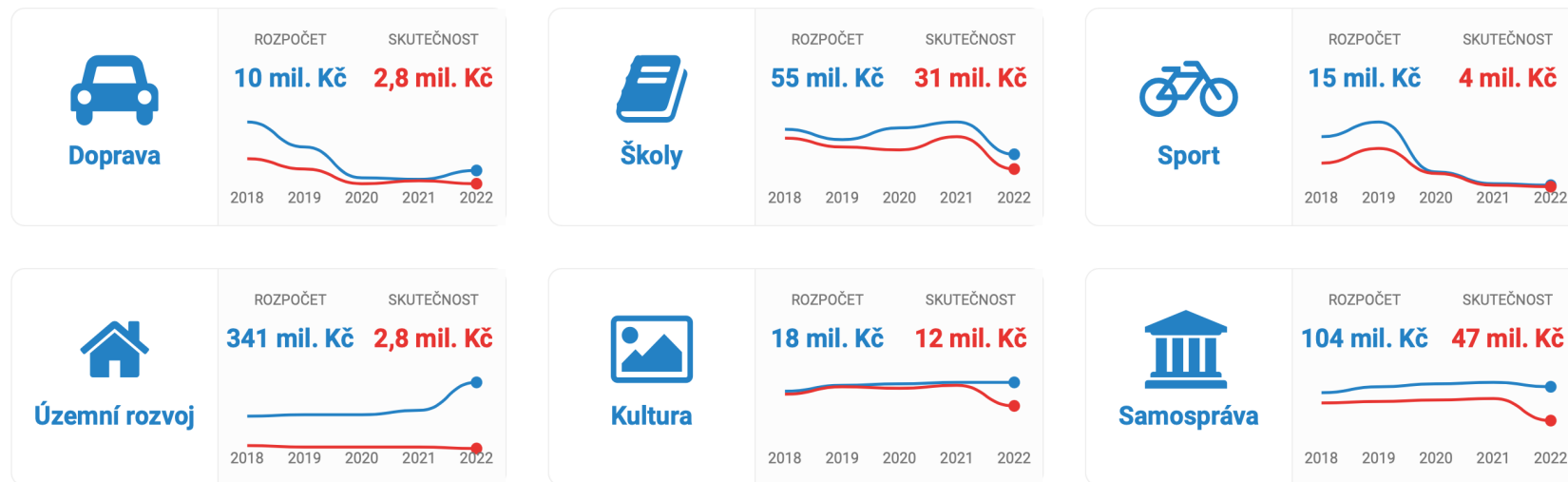
Faktury

Dodavatelé

Úřední deska

Registr smluv

Přehled výdajů



*Planned vs. Real
budget monitoring*

www.cityvizor.praha.eu/praha17/prehled

OPEN BUDGET – STORY: PRAGUE DISTRICTS (CZ)

CITYVIZOR

Praha 17

Přehled

Výdaje

Příjmy

Faktury

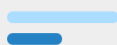
Dodavatelé

Úřední deska

Registr smluv

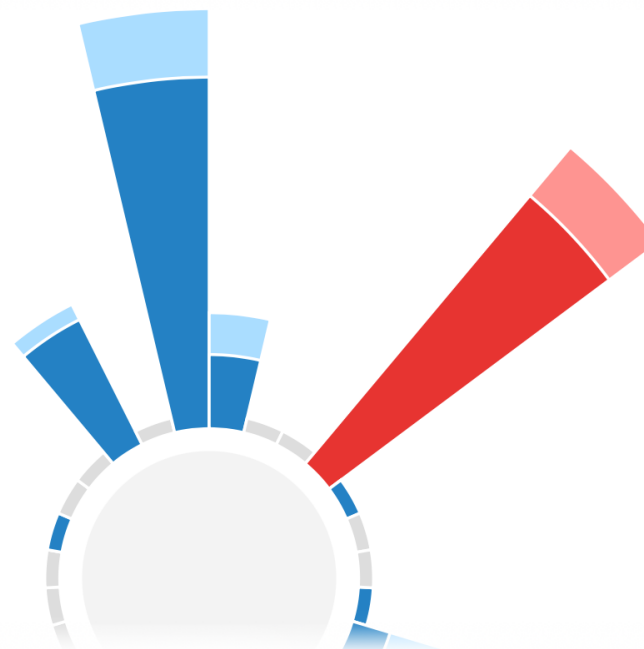
2021 ▾

Rozpočet
Plnění



514 928 600 Kč
254 074 320 Kč

*Public education
interactive data visu*



Vzdělávání a školské služby ▾

Rozpočet
Plnění

108 454 300 Kč
83 704 445 Kč

www.cityvizor.praha.eu

TRANSPARENCY – GOOD GOVERNMENT 1.0

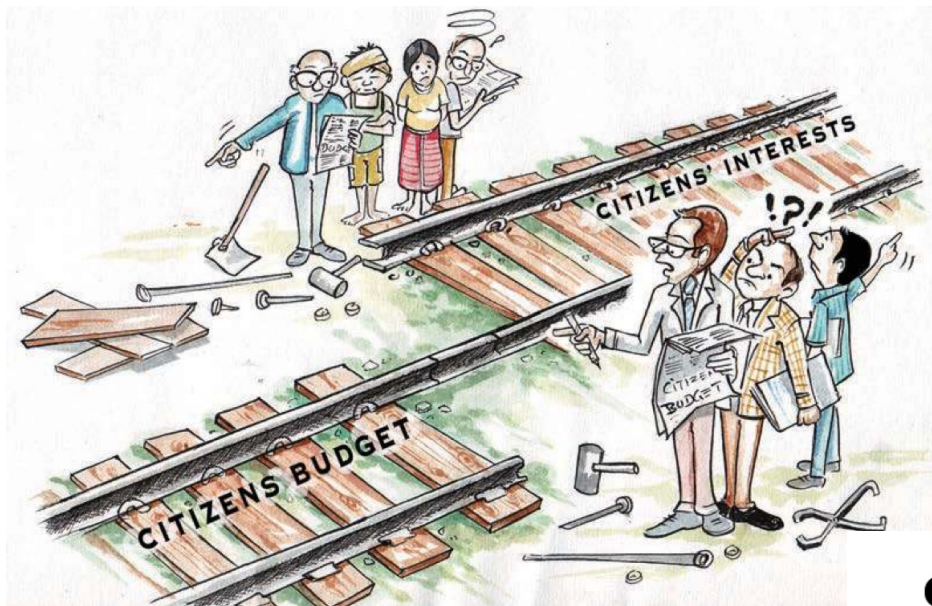
- Signaling the social goodwill
 - **Trust in local government**
- Clarification on local competencies, better management of locally provided public goods & services
 - **Efficiency gains and profitability**

OECD 2020, 2022, IMF 2014 (guide on resource revenues), IBP fiscal transparency/open budget surveys (2010-)



The image shows a close-up of a document with the word 'Transparency' in large, bold letters. Below it, the text 'This Agreement' and 'payment service' is visible, along with a partially obscured phrase 'your use'. A magnifying glass is positioned over the text, highlighting the word 'Transparency' and the beginning of the sentence below it.

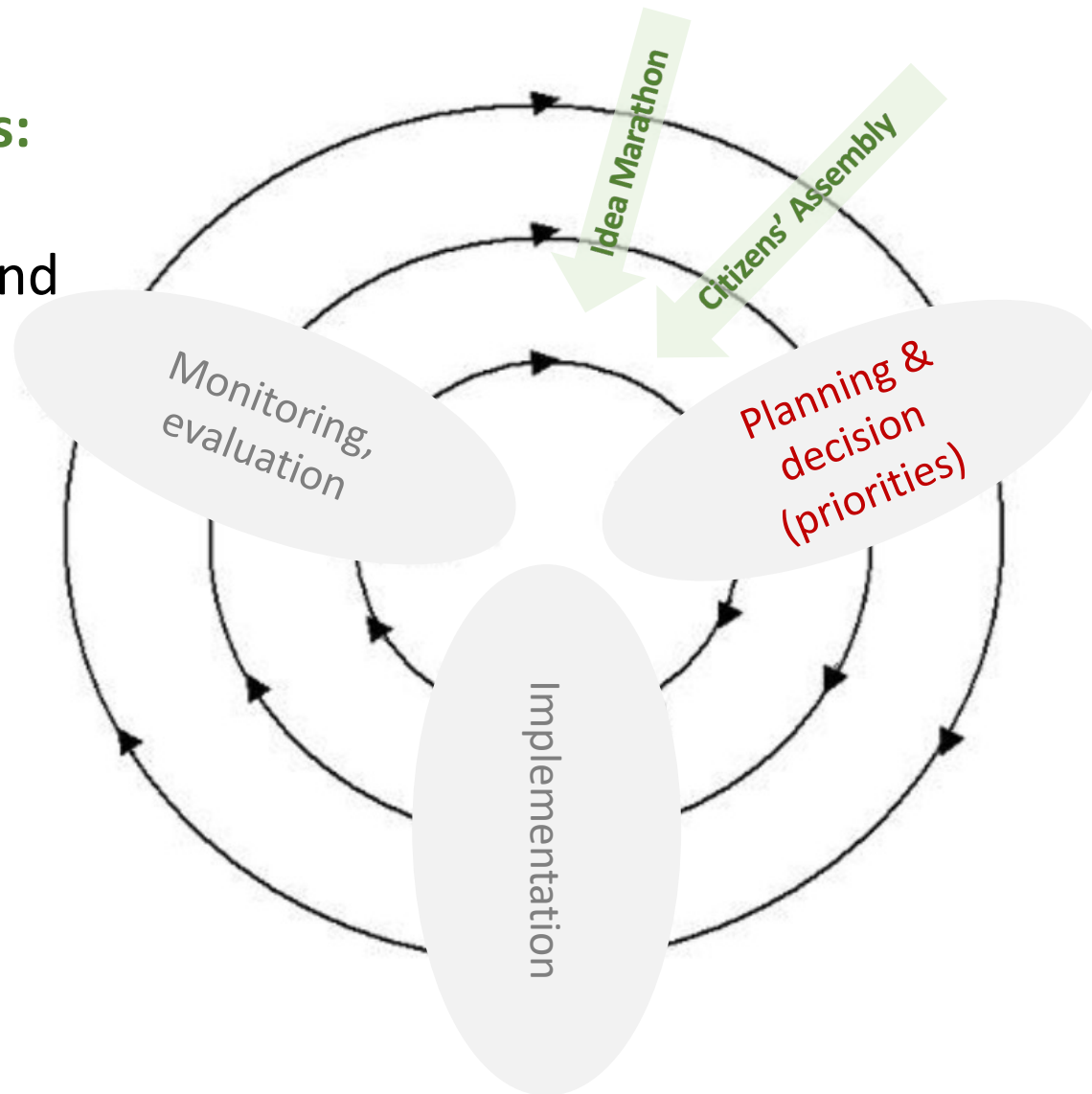
..... - SUFFICIENT?



PUBLIC PARTICIPATION... COULD IMPROVE!

Community and civil engagement – entry points:

- What do we want to spend for?
- What do we need to develop?



PUBLIC PARTICIPATION – STORY: MISKOLC (HU)

IDEA MARATHON

www.miskolcioletmaraton.hu

- Encouraging civil project proposals
 - Enabling the development of applicable, sustainable, and technology-focused ideas and the design of new public services
1. Participants apply with ideas
 2. Marketplace of ideas & selection
 3. Setting up teams
 4. Developing selected ideas through 48 hours
 5. Presentation & co-evaluation
 6. Decision by a jury composed of civil servants and citizens



PUBLIC PARTICIPATION – STORY: BUDAPEST (HU)

CLIMATE CITIZENS' ASSEMBLY

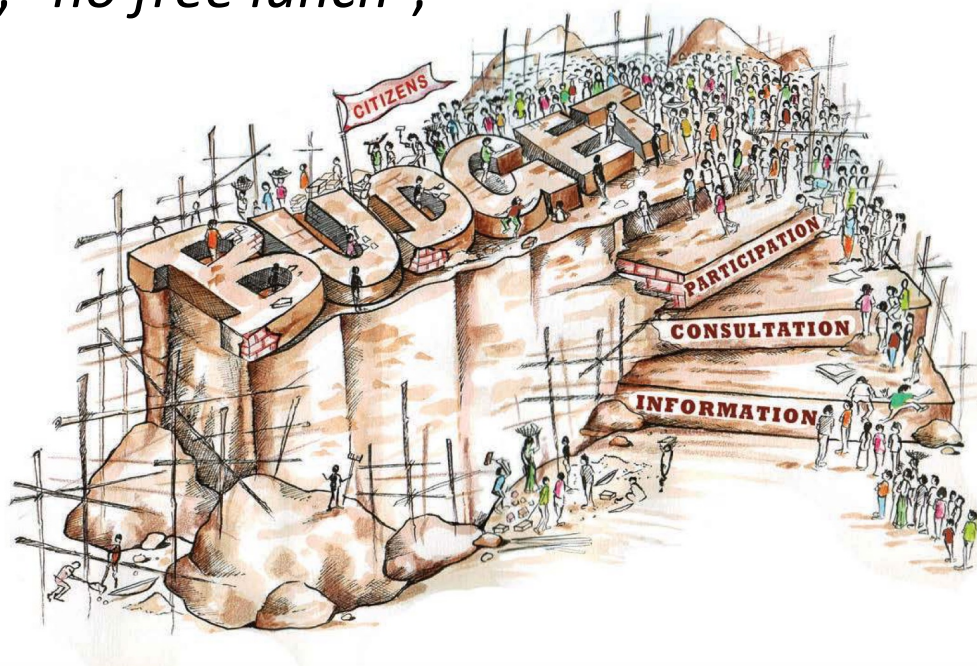
- Developing the city's Climate Strategy
- Pioneers: abortion (IR), Brexit (UK)

1. Commitment from the Mayor & City Council (June 2020)
2. Invitation letters to citizens (10.000) & media campaign
3. Voluntary sign up by citizens (333), stratified random selection (50) – representativity (age, gender, edu level, residence)!
4. Stakeholder meetings – narrowing down & clarification of Qs
5. Invitation of experts to the thematic assemblies
6. Collaborative work in small groups: discussions, problem mapping, and recommendations
 - 4 days, 2 weekends, afternoons w/ facilitators
 - List of recommendations on priorities
7. Reaction by Mayor, incorporation of recomms
8. Climate Strategy adopted by Budapest City Council (February 2021)



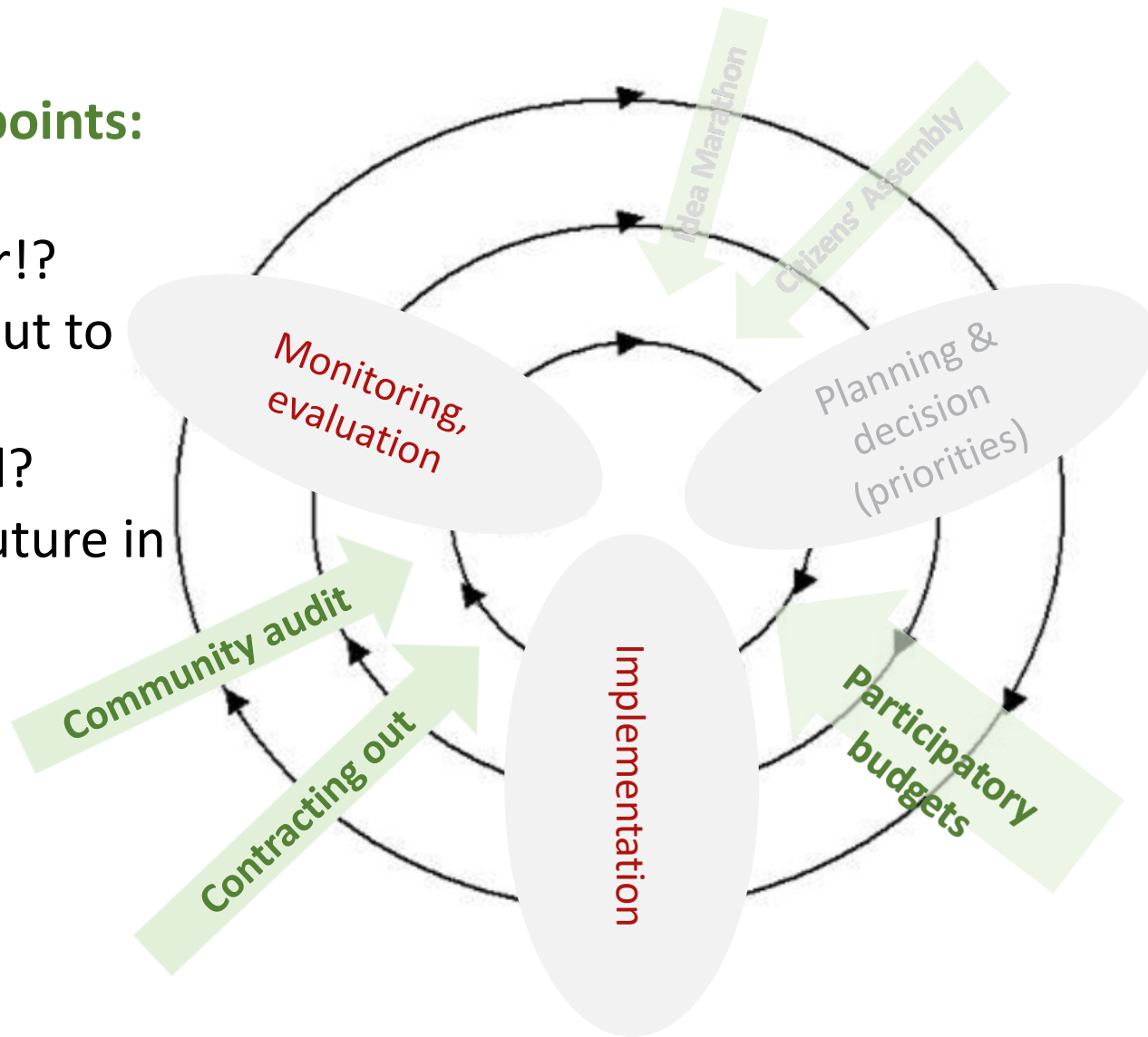
PARTICIPATION - GOOD GOVERNMENT 2.0

- Proper mapping & understanding of community needs (if representative!), finetuning of communication
 - **Legitimation, „force of community will”**
- Better understanding of public policy challenges & trade-offs, dialogue for example on the budget constraints & dilemmas, Public policy trade-offs, “no free lunch”,
 - **Learning**



Community and civil engagement – entry points:

- Let us do it together!?
(PPPs, contracting out to civil organisations)
- How do we proceed?
- What to do in the future in a different way?

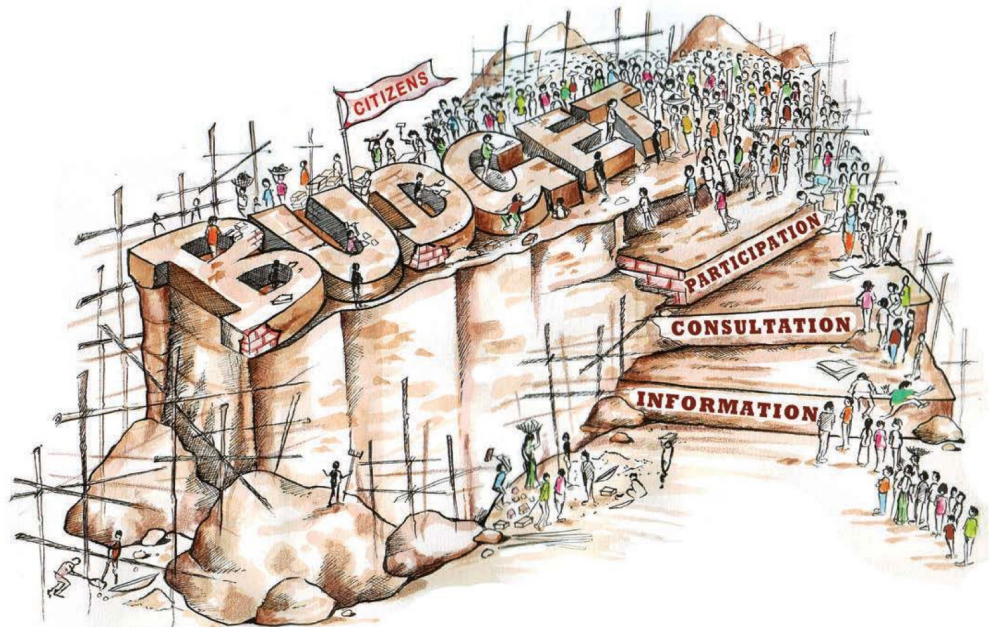


PARTICIPATORY BUDGETING ... AVANTI!!!

Where	How many (%)	How many (sum)	What was the project scope?
<i>Porto Alegre (pioneer)</i>	<i>1%/ 1989 20%/ shortly after</i>	<i>n.d.</i>	<i>Development projects: public edu/health services, transport infrastructure, public areas Co-planning and -decision</i>
Prague (CZ)	0,19-2,43%	Ca. 200k EUR	Development projects: transport infra, public parks & facilities
Bratislava (SK)	2%	20- 100k EUR	Development projects: culture, environment, youth & seniors
Cluj (RO)	<i>n.d.</i>	Ca. 550 mill HUF	School infrastructure, youth projects, public parks
<u>Roznava</u> (SK)	<i>n.d.</i>	<i>n.d.</i>	Local civil fund allocated on a competitive basis, civil co-decision
Gdansk (PL)	1-2% per total budget 6% per dev. funds	<i>n.d.</i>	Small-scale development projects
Warsaw (PL)		Ca. 12 billion EUR	Multi-year funds(!), developing municipality services
Paris (FR)	5% per dev. funds	<i>*varies across years</i>	Large-scale development projects – comprehensive housing programme, building nurseries and kindergartens
<u>Antwerpen</u> (NL)	<i>n.d.</i>	<i>n.d.</i>	<i>Neighbourhood assemblies</i> – deciding support priorities (max. 5), consensus-based co-decision
UK/Scotland – various cities	1%	<i>n.d.</i>	<i>Community grant pot</i> – small-scale development projects, generated by citizens and selected on a competitive basis

ACCOUNTABILITY - GOOD GOVERNMENT 3.0

- Mitigating false beliefs, proper empowerment
 - **Proportional accountability**
- Mutual openness, common responsibility (citizen, municipality, politicians)
 - **Mobilisation, commitment to local problem-solving**



PRE-CONDITIONS AND CHALLENGES

- **Political will(!)**
- **Need for (additional) capacities and knowledge**
 - *Municipality*: e.g. civil relations, communication/ plain language, project management, horizontal coordination
 - *Civil side*: e.g. community facilitators, experts, outreach to vulnerable groups (seniors, youth, women w/children, ethnic groups)
- **Need for time and for new institutions**

Citizen assemblies, community audit commissions (Antwerpen, Bergen)

 - *Municipality*: e.g., civil referents, civil office/ civil relations team, that means a **task force close to the mayor/vice mayor(!)**
 - *Civil side*: openness and engagement also in areas not familiar, also on weekends(!)
- **Need for shift in attitudes and organisational culture**
 - *Municipality*: entry of new approaches, thoughts – e.g. diversity, ecological considerations, project-based thinking (results, cost-efficiency)
 - *Civil side*: language, empathy,

STILL HOW TO START?

- Find the 'low hanging fruits'!

- Think in small pilots first! – e.g. only 1-2% of local budget
- Minimalise political risks! – meet the median voter preferences
- Find allies – political, municipal, civil:
 - ❖ *Queen/King* – Mayor or Vice mayor
 - ❖ *Bishop/Driver* – civil servant, team of civil servants w/in the municipality
 - ❖ *Rook/Bastion* – civil/ community activists, facilitators



PROCESS OF LEARNING 😊



REFERENCES, FURTHER USEFUL LINKS

BI 2021. Top5 arguments in favour of participatory budgeting. *Mimeo*.

http://budapestinstitute.eu/index.php/projects/datasheet/local_initiatives_to_enhance_participatory_governance_in_hungary/en

Brennan, G. and Buchanan, J.M. (1980). The power to tax: Analytical foundation of a fiscal constitution. Cambridge: Cambridge University Press.

IBP 2012. The Power Of Making It Simple: A Government Guide To Developing Citizens Budgets. <https://internationalbudget.org/wp-content/uploads/Citizen-Budget-Guide.pdf>

IMF 2014. Guide on Resource Revenue Transparency. IMF Fiscal Affairs Department

<https://www.imf.org/external/np/pp/2007/eng/101907g.pdf>

OECD 2022. Recommendation on Open Government [OECD/LEGAL/0438] https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0438#_ga=2.37822115.1251313301.1554450220-751648841.1537891795

OECD 2020. Innovative Citizen Participation and New Democratic Institutions. OECD Paris

<https://www.oecd.org/gov/innovative-citizen-participation-and-new-democratic-institutions-339306da-en.htm>

Open / citizen budget – good practices:

Prague (CZ): <https://cityvizor.praha.eu>

Price of the State (SK) <http://www.priceofthestate.org>

Idea Marathon, Miskolc (HU): www.miskolcioletmaraton.hu

Climate Citizen Assembly, Budapest (HU): <https://dezwijger.nl/update/the-budapest-assembly>

Further examples, links for evaluations in open government, fiscal transparency:

IBP Open Budget Surveys

<https://internationalbudget.org/open-budget-survey>

IBP Budget Transparency Toolkit

<https://www.oecd.org/governance/budget-transparency-toolkit/international-standards/list-of-standards/ibp/>

OECD Toolkit Navigator for Open Government

<https://oecd-opsi.org/guide/open-government/>



Thank you for your attention!
Questions?

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Budapest Institute

www.budapestinstitute.eu