

HEADING TOWARDS PARTICIPATORY GOVERNANCE:

SAY YES TO CITIZENS' PARTICIPATION

By

Althea Carmelita Emmanuel

THESIS

Submitted to

KDI School of Public Policy and Management

in partial fulfillment of the requirements

for the degree of

MASTER OF PUBLIC POLICY

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ABSTRACT

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Many of our nations' governments are committed to participatory democracy which seeks to embrace all sectors of society. The job of shaping the future of one's nation is not solely the responsibility of their government alone, but the responsibility of the citizens and the wider business society.

Citizens of Saint Lucia have increasingly demanded greater participation in the affairs of the government in order for greater development. Reason for this as indicated by citizens is based on the fact that Saint Lucia has fallen prey to lopsided development, owing to economic pressures coupled with social reform challenges which the government fails to address. The fear of not being able to overcome the social and economic ills which are caused by the inability of a country's government to address the best practices and measures in order to secure positive development outcomes is alarming. Addressing citizens' influence on development and reform through their active engagement which increases the level of ownership displayed, and contributes to their empowerment. These acquired features will serve as a springboard for the presence of increased development, with a focus on participatory democracy.

This study aims at displaying a causal relationship between a country's citizens and development, drawing on the hypothesis that citizens' empowerment and participation can lead to a country's development. In proving this hypothesis I will incorporate various case studies of countries where citizens' were engaged in the decision-making process, with key focus on Saint Lucia.

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TABLE OF CONTENTS

	PAGE
Chapter One – Introduction	1
1.1 Statement of the Problem	2
1.2 Main Claim	6
1.2.1. Sub-claim One	6
1.2.1.1. Research Questions	7
1.2.2. Sub-claim Two	8
1.2.2.1. Research Questions	8
1.2.3. Sub-claim Three	9
1.2.3.1. Research Questions	9
1.3 Statement of Significance	10
1.4 Thesis Plan	10
1.4.1. Chapter two – Literature Review	10
1.4.2. Chapter three – Research Methodology	11
1.4.3. Chapter four – Results/Findings	11
1.4.4. Chapter five – Analysis	11
1.4.5. Chapter six - Conclusion	11
Chapter Two – Literature Review	13
Chapter Three – Research Methodology	26
3.1 Ethical Consideration	27
3.2 Data Collection Methods	27
3.2.1. Documentation	27
3.2.2. Questionnaires/Survey	28
3.2.3. Interviews	30
3.2.4. Observations	32
3.2.4.1. Participant Observations	32
3.2.4.2. Case Studies	32

Chapter Four – Results/Findings	34
4.1. Documentation Findings	34
4.2. Questionnaires/Survey Results	37
4.3. Results of Interviews	45
4.4. Findings from Observations	59
4.4.1. Participant Observations	59
4.4.2. Case Studies	62
Chapter Five – Analysis of Results/Findngs	66
Chapter Six – Conclusion	76
Appendix I – Research Plan	80
Appendix II – Citizens’ Participation Questionnaire	85
Appendix III – Interview Questions	91
Appendix IV – Profile of Interviewees	97
Endnotes	114
Bibliography	119

LIST OF FIGURES

Figure 1 - Total Respondents	37
Figure 2 -List of Countries from the Survey	38
Figure 3 - Population size of Countries	39
Figure 4 - Types of Government Structures	40
Figure 5 - Level of benefit derived from Citizens' Participation	41
Figure 6 -Level of Support from Countries' Governments	42
Figure 7 - Adult illiteracy rate before and after SMU	65
Figure 8 -Income disparity between urban and rural areas before and after SMU	65

LIST OF TABLES

Table 1 - Advantages of Citizen Participation in Government Decision Making	21
Table 2 -Disadvantages of Citizen Participation in Government Decision Making	22
Table 3 -Percentile Ranking of WGI Dimensions	36
Table 4 -Findings of case study of Porto Alegre – Participatory Budgeting	63
Table 5 -Findings from Lecture 10 – Participatory Governance in Decision-making	64
Table 6 - List of Recommendations by Stiglitz et al	70

GLOSSARY OF ACRONYMS

CAC	- Computer Access Centre
CPI	- Corruption Perception Index
EC\$	- Eastern Caribbean Dollar
GDP	- Gross Domestic Product
GNI	- Gross National Income
GNP	- Gross National Product
GOSL	- Government of Saint Lucia
HDI	- Human Development Index
IMF	- International Monetary Fund
KDI	- Korea Development Institute
NRP	- Neighborhood Revitalization Program
RSMU	- Rural Saemaul Undong
SMU	- Saemaul Undong
SSDF	- Saint Lucia Social Development Fund
SUCTI	- Saemaul Undong Central Training Institute
TI	- Transparency International
UNDP	- United Nations Development Programme
US\$	- United States Dollar
WGI	- World Bank Governance Indicators

CHAPTER ONE – INTRODUCTION

As a member of the British Commonwealth system, Saint Lucia is an independent state, which gained independence on February 22, 1979, through the Saint Lucia Constitution Order of 1978. Under this constitution the liberation of Saint Lucians were introduced. The fundamental rights and freedoms surrounding life; security of people, equal opportunity, freedom of speech and expression, personal privacy and freedom of associations, were all incorporated in this Constitution. Such liberation is known as democracy. In light of being liberated and free, the feeling of captivity still exists among Saint Lucians, leaving many to wonder if liberalism was ever the priority driven approach by the country leaders. As Jennifer M. Brinkerhoff (2004) indicated in her literature on the different approaches of development management “the more things change, the more they remain the same”¹, is the perception that most Saint Lucians have instilled in their daily lives. As the leaders of Saint Lucia aim at strengthening the level of participatory governance in the country, putting citizens’ participation and engagement at the fore is the most imperative approach that should be addressed or taken.

As echoed by many international agencies, participation in a country is paramount for development to be successful. One such agency which has placed the issue of participation at the head of its objectives is the United Nations Development Programme (UNDP). UNDP’s work on democratic governance in various countries, for example Pakistan, Rwanda, Tanzania and Bangladesh, just to name a few, is proof that citizens’ participation has been promoted and has been given attention, as there has been vast changes and reforms which has allowed for more effective and proficient governance of these countries.²

Scholars of participatory governance in public decision-making such as Archon Fung, Siddiqur R. Osmani and Michael Greven , today have viewed citizens' participation in a country's policy or decision making as imperative, and needs to be given consideration by the country's government leaders. Citizens make up the public, and their common interest is focused on alleviating negative externalities or consequences by governmental or countries' leaders' activities. According to Archon Fung, "citizens can be the shock troops of democracy."³Citizens are the ones who make up a country's population, and in a democratic society, they should be the ones decisions and policies are made to protect and serve. They are the ones that government and country leaders' are wholly accountable to in whatever decisions that are being made.

1.1. Statement of the Problem

Saint Lucia is a slow-developing Caribbean country. Though the country is democratic and people's rights and freedoms are being observed, development is still lagging way behind. One main reason for this is the country's leaders' failures to embrace participatory governance among its people. For example some development experts speak towards a state-led development, whereas others speak towards a market-based form of development. Saint Lucia has adopted a market-based form, but has not fully implemented citizens' participation as part of its process. In so doing, failed to attain the level of development that is desired. In the approach that Saint Lucia has adopted it has fallen short in some areas, hence this is one of the contributing causes to the slow development.

Osmani (2008) in his paper on participatory governance makes reference to two theoretical constructs which subdivide the concept participatory governance. These are "deliberative democracy" and "empowered participatory governance," which Osmani says are

used to “scrutinise the scope and limitations of people’s participation in the process of governance.”⁴ Governance can be defined as the manner in which decisions or policies are made and implemented in a country. These decisions are not only made by the leaders of a country, but also by stakeholders who may be adversely affected or who tend to gain from the implementation of such decisions. However, for this paper I will use Frederickson’s (2004) definition, which states that “governance is the development of social capital, civil society, and high levels of citizen participation.”⁵ Using this definition help in incorporating the issue social development of a country, as citizens are aiming for a better standard of living through the various variables that are expanded or gained through governance.

Social capital is viewed by Fukuyama as “an instantiated informal norm that promotes cooperation between two or more individuals.”⁶ This norm allows for building trust and loyalty among citizens, which facilitates support and understanding in a society. Fukuyama links social capital to civil society by stating, “an abundant stock of social capital is presumably what produces a dense civil society....”⁷ The term civil society has been widely debated in the political science arena. A precise definition can be found in the work of Tandon and Mohanty (2000) as, “a non-political sphere where individuals come together and form associations voluntarily.”⁸ This sphere can be seen as the public space outside the direct control of the state, which is made up of associations, the common people, and the public and private sector. In a civil society individuals have some common interests, which lead to their engagement and participation in decision-making on a particular issue.

There are many preconditions for good governance resulting from the best practices and policies implemented by leaders and stakeholders in a country. Such preconditions are the increasing and improving of a country’s economic status, and social reform performances. Bad

governance on the other hand distorts and slows down any form of development within a country. Many countries today seek good governance in order to address their social and economic ills which are difficult to cure.

The government of Saint Lucia has focused considerable effort on the practice of good governance. As a result, in its drive to encourage citizens to contribute to the country's development on a social and economic level, it has continuously stressed citizens' participation through engagement in community projects. One such successful project was a Community Access Centre (CAC), which objective is to enhance community members' access and educational initiatives towards information technology.

Residents of the selected community of CAC were not just informed or consulted on the proposed project, but were actively involved at every stage until completion. The most challenging part of the project was trying to gain community members support and engagement. Hence, the focus group meetings at the initial stages were needed to get the buy-in of the project by community members. Having community members address issues which they thought would be of key relevance to the community assisted in the smooth and successful completion of the project. To date, it can be noted that the end result of this project has brought with it employment for both the young and the old. This thus contributed in the increase level of income being distributed in the community. The long-term sustainability of this project would have been jeopardized if the community was not involved in this process. Being mindful to user participation is of vital importance if success needs to be obtained in any project implementation.

Notwithstanding the project's success, coupled with the constant assertions in the government's manifestos and at public meetings, government lacks interest in continuing this drive. The reason for this is that many government leaders argue that the engagement of citizens

in a country's development may result in prolonged processes with undesirable outcomes, and it may open an avenue for corruption. I will argue, however, that alienation of a country's human resources results in the stagnation of development. Hence focusing on citizens' empowerment and participation in a country's development is of key importance to this study.

Although I am in assent with Jwa and Yoon (2004) on the concept of the engagement of citizens as a contributing factor which leads to development, their concept of democracy differs from what is proposed in this study. In their paper, they posit that economies that do not embrace "[discrimination] are bound for failure." In other words, countries which are bent on democracy will attain poor development outcomes. Jwa and Yoon also stated that the economies that are continuously "evaluating performance and rewarding 'successful' economic behaviour... [help] increase [their] development potential." These economies they stated practice the discriminatory concept. To sum up their opinion on discrimination, they further stated that "differences should be treated as differences," and economies should never be treated equally.⁹ As a result of the aforementioned statements, it can be noted that those scholars are not too fond of the idea of democracy. However, it is my belief that the pursuit of democracy is only appreciable when the citizens of a country desire to find a common ground and balance, and when equality is present among them. Democracy without equity is unsustainable.

Citizens' reliance on their government is crucial and should be given careful attention if there is to be good governance a country. However, in order for this to happen, governments need to see to it that the avenues and paths are available for citizens to be well informed about all decisions and actions to be taken and implemented to bring about better changes. Hence, citizens should not just be informed and consulted when these decisions are being made, but they

should also be directly involved in the making and implementing of these decisions, as they are the ones directly affected by whatever policies are made.

1.2. Main Claim

Nations continuously struggle to reap the rewards that are followed by increases in development. Many of these countries have fallen prey to lopsided development, owing to economic pressures coupled with social reform challenges, which governments fail to address. However, if the leaders of these countries tackle the issue of development with more conviction and assertiveness, by allowing citizens the freedoms of making choices, as they are the ones most affected in the decisions of a country, and allowing more engagement and involvement in the countries decisions, the manifestation of the positive social outcomes of development will bring never-ending benefits to the citizens as well as to the country. According to Amartya Sen, the principal issue on the “process of development” is the level of freedom individuals have, and how this can improve their capabilities “to help themselves and also influence the world.”¹⁰ In helping themselves and others, through development, citizens will be able to curb the economic poverty, avoid social deprivation and eliminate the occurrences of political tyrannies within their community. Therefore, being able to cultivate a country’s human resources is paramount if the advertency of government is geared towards development. Governments’ mandate should hence be committed to citizens’ empowerment and participation as these factors lead to social reform development, which in turn reduces income inequality.

1.2.1. Sub-claim One

The component of democracy in the development process is necessary, as greater transparency and governance are improved through citizens’ engagement in rural development

community projects. Svava and Denhardt (2010) make a clear distinction between citizen participation and citizen engagement. They noted “that citizen *participation* is often used for gaining information, assistance and support from citizens, but does not necessarily stress citizen *engagement*. Citizen engagement focuses on revitalizing democracy, building citizenship and reinforcing a sense of community. It cannot be equated with one-way exchanges between government and citizens.”¹¹ A perfect scenario for citizen participation where one-way exchanges occur is government announcements via the media, be it radio, television or webpages, of a proposed project to be implemented in a community. Citizens are just informed of this issue, and maybe allowed to air their opinions, with little consideration given by government. Whereas, with citizen engagement, citizens are actively involved in the decisions of proposed community projects, and are the ones to see the full implementation through with the help of the authorities.

Hence the active and strategic participation of citizens through engagement in developmental projects generates synergy among government and citizens of a community. The fostering of new ideas and perspectives are used as catalysts for identifying solutions to the countless social and economic issues presently faced. This also serves to increase citizens’ standard of living.

1.2.1.1. Research Questions

1. If change happens, where should we look for the results?
2. How can citizen engagement be defined, with regards to participatory governance?
3. Why is the Saint Lucia government reluctant to support citizens’ engagement in community projects?

1.2.2. Sub-claim Two

Citizens in community projects are empowered when ownership is apparent to them. Participation encourages ownership, efficient utilization of the resources in question, maximizing the desired outcome. Ownership of decisions and policies by citizens has been known to increase a country's economic growth and development. Many countries have experienced wide-spread increases in social capital and social reforms due decisions that have been made by as one people, ensuring that the non-elites are not left wondering behind. Joseph Stiglitz (1998) stated in the Prebisch Lecture in Geneva, that "the key ingredients in a successful development...are ownership and participation."¹² Allowing individuals to be part of a process can eliminate any form of failures which may surface at the end of the implementation stage.

The responsibility of empowering citizens through effective participation lies in the hands of government, as they are the key stakeholders or actors in the decision-making process. Citizens, however, must be able to gain the trust and support of government in order for this to happen. The term empowerment constitutes several meanings. However, for the purpose of this paper I will use the definition by Samah and Aref (2009), which states that "empowerment is the *process* whereby power is developed, promoted, gained, shared, facilitated, or adjusted by the individual or group members in their social interaction through which they are able to exercise their capabilities to make, affect and bring about changes in the community, as the *product* of being empowered."¹³ These changes focus on positive outcomes with regard to development.

1.2.2.1. Research Questions

1. What causes distrust in Saint Lucia's government among its citizens?
2. How can the government of Saint Lucia best gain the support of the citizens?
3. What role does ownership play in a country's development ploy?

4. What are the best techniques Saint Lucia can adopt in order to utilize its resources to reap maximum outcomes?
5. Can citizens' empowerment be destructive in a country's development?

1.2.3. Sub-claim Three

Despite the fact that participatory governance may lengthen project implementations, the benefits far outweigh the negatives. In the performance of everyday tasks, individuals aim at perfection. In order to acquire the best possible results, the implementation of projects may seem to take longer than the stated course of completion. Setbacks may be due to many unforeseen or unexpected circumstances, which may not necessarily be the fault of those directly involved in the project processes. However, the results which accompany such circumstance when overcome are more than what was bargained for at the project's conception. Failing to digest the positive outcomes which constitute development as a result of citizens' engagement, government leaders are likely to be entrapped in a perpetual circle with no means to get out. Hence recognizing that their support as countries leaders is crucial to the success of any community project, they will no doubt welcome development. Without such support projects are prone to failure.

1.2.3.1. Research Questions

1. What are the advantages and disadvantages of participatory governance?
2. Can participatory governance alleviate poverty in Saint Lucia?
3. What support can the government of Saint Lucia give in the implementation of community projects?

1.3. Statement of Significance

Setbacks to development have threatened most developing countries. The fear of not being able to overcome social and economic ills which are caused by the inability of a country's government to address the best practices and measures in order to secure positive development outcomes is alarming. The evidence and literature this paper presents will demonstrate the need for increasing citizens' engagement in societies by government leaders. Citizens' influence on development and reform in their countries through their active engagement and ownership of empowerment, serve as a springboard for the presence of participatory democracy.

Government embracing the thought of enabling citizens to serve at the forefront of the decision-making policies and processes, especially when these directly affect the community and the citizens' lives, is more likely to gain the approval of its citizens. Also this approach can help create the trust that was non-existent among citizens, for their government leaders. Therefore, in generating social reform governments should call on the diverse human resources of the country which are able to contribute to the alleviation of development problems which the country currently faces.

1.4. Thesis Plan

With the inclusion of this chapter, the study is divided into five additional chapters. A brief description of each chapter is outlined below.

1.4.1. **Chapter two: Literature Review:**

This chapter examines the existing literature on my area of study, which includes journals, online searches, documentation and books. This available literature will shed light on the issue on the various factors which contribute to the influences of citizens' participation towards a

developing nation. I will seek to discuss the advantages and disadvantages of citizens' engagement, with the use of various counter-arguments which will give a clearer and precise understanding of how development in a country can be impaired by the unavailability of proper policies or measures.

1.4.2. Chapter three: Research Methodology:

This study will adopt an interpretative approach, designed to draw on the hypothesis, citizens' empowerment and participation lead to social reform, which reduces income inequality in countries. The decision of adopting this approach is based on a number of personal and unique issues which may tend to hinder the outcomes of this paper. Such issues are political biases, citizens' resistance in accepting change, citizens' trust in government and most importantly, availability of human and financial resources. Employing a multi-method technique, which is the interpretative approach supplemented with a quantitative approach, will assist me in obtaining an accurate analysis of the aforementioned hypothesis. Hence, acquiring data from secondary and primary sources is quite beneficial to the successful construction of this paper.

1.4.3. Chapter four: Results/Findings

In this chapter I will expound on the theory in which my study was influenced and shaped, and the findings/results of the empirical data collected from my surveys and interviews.

1.4.4. Chapter five: Analysis of Results/Findings

A comprehensive analysis and interpretation of my findings/results from my research will be highlighted in this chapter.

1.4.5. Chapter Six: Conclusion

This final chapter gives a summary of the findings of this study, stating recommendations and measures that could be taken in order to initiate and implement policies and decisions

through citizens' participation, leading to development in a country, especially the country of Saint Lucia. In this chapter I will also seek to present my contribution to the available literature on my topic area and state the limitations and implications of the study.

CHAPTER TWO – LITERATURE REVIEW

Too many countries have been fallen in the loop of economic development failures due to wrong policies or measures taken by the government leaders. Development is at the forefront of every country, as the people seek for a better standard of living. Having a better standard of living takes into consideration ones quality of life with regards to better health facilities, better education, employment opportunities, access to clean air and safe drinking water which leads to a safer environment. But what really is development? How can one determine whether a country has fully been developed, or is on the right track to being developed? These are questions which have been surfacing ever so often.

There are many publications and expert opinions regarding the new shift towards development. Many comment on how the focus of development in the past has been predominantly economic. Some postulate that this was done in ignorance while others offer the theory that it was a deliberate and strategic move on the part of the development experts at the time. It must be noted however, that the school of thought who postulated that development is not only about economic actors and their measurement, existed many years ago. It is closely related to the age old economic discussion regarding the focus of development for lesser developed countries, that is, industrialization or education and other social sectors first. As time passed by, and with the development of many social and other non-economic indicators of human well-being the importance of the non-economic sectors in the development process became very pronounced. The push to economic development did not yield the desired trickledown effect or virtuous cycle in the development of the other sectors in many cases. The development process, in many cases, was unequal and led to high cases of inequality and social unrest.

Joseph E. Stiglitz, a former Senior Vice President and Chief Economist of World Bank, did a thorough study on development. He viewed development as a means of transforming societies. He posited that many development strategies implemented by some countries have failed due to the non-realization of the true context of development and what it entails.¹⁴ Stiglitz has given weight to my above argument of development being geared towards an economic status, in his statement of development strategies being “focused narrowly on ‘*economics*’.”¹⁵ Looking at economics with regards to higher Gross Domestic Product (GDP) per capita was what economists used to measure whether a country was leaning towards development. As stated by Stiglitz, “economics is important.” However, the “focus on economics has confused not only means with ends, but also cause with effect.” His clarification to this statement is by his analysis of higher GDP as not being an end, but a means of improving living standards.¹⁶

In comparing the traditional school of thought of development to what development should be focused on to reap the benefits that countries warrant as development, Stiglitz conceptualized the “need for a new development strategy.”¹⁷ This strategy he argues must take into account strategies that consider “openness, partnership, and participation.”¹⁸ He further argues that development strategies should not just look at “accumulation of capital and the deployment of resources, but the transformation of society.”¹⁹

Michael Todaro and Stephen Smith in their book journeyed through the concept of development economics from how it was born into an approach that captured a country’s Gross Domestic Product (GDP) and income level, in order to determine whether a country was developed or on the verge of developing. They explained development in the early years as being meant “achieving sustained rates of growth of income per capita to enable a nation to

expand its output at a rate faster than the growth rate of its population.”²⁰ They further conceptualized this meaning into the expansion of the measurement of the growth of GNI to obtain the population’s consumption, which is “levels and rates of growth of “real” per capita gross national income (GNI)(monetary growth of GNI per capita minus the rate of inflation) are then used to measure the overall economic well-being of a population—how much of real goods and services is available to the average citizen for consumption and investment.”²¹ Their argument was that during this traditional era emphasis was placed on GDP to define development.

However, as Todaro and Smith’s studies broadened through the years of development, it was realized that the factors mentioned above were not sufficient enough to give a true picture of development. A more matured approach on development considered the increasing level of poverty, income distribution and the up-scaling rate of unemployment as factors which needed to be given careful attention.²² As a result, giving a new meaning to development was imperative. They looked at development in terms of “the reduction or elimination of poverty, inequality, and unemployment within the context of a growing economy.”²³

Though other scholars on the issue of development worded it differently, the outcome of their meaning was same as that of Todaro and Smith. A very good example of such a scholar is, Nobel Prize winner in Economics, Amartya Sen, who postulated that development considers individuals freedom. He made this clear by stating that “development requires the removal of major sources of unfreedom.”²⁴ Unfreedom he categorized as poverty, tyranny, poor economic opportunities, being deprived of social opportunities and lack of access to public facilities. Further, Sen theorized development as being “a process [that expands] the real freedoms that

people enjoy.”²⁵ Such factors as GNP or increases in individual incomes all give weight to freedoms which people enjoy.

Alexander Gaponenko in his research on economic development, makes mention of personal freedom as a determinant of development, as says Sen in his literature on development. As I have mentioned earlier in this chapter, the standard of living of individuals can determine the development capacity or level that can be deduced in an economy. By determining someone’s standard of living various factors need to be examined. Some of these factors Gaponenko also makes note of in his quest to explaining the aspects of economic development. His list of factors which contribute or distinguish whether an economy is aimed at development are, “increase incomes, improvement of education, nourishment, public health, lessening of poverty, improving the environment, equality of opportunities, broadening personal freedom, [and] enrichment of the level of culture.”²⁶ The abundance of literature available on development draws attention to my earlier point on individuals’ standard of living.

It can be noted from all this literature on development that a very vital component is that of individuals or people. As a result of this, looking at development on just an economic basis in this study of citizen participation would not be the correct thing to do, as development should be based on a social standpoint. This is evident in World Bank’s strive on helping nations be developed and reap the benefits that are available to them. Their aim “focuses on the need to ‘put people first’ in development processes.”²⁷ I am in full agreement with this approach, but I believe that also having persons actually involved in the development process is more beneficial to both the country and the people, as people are able to acquire ownership, empowerment and accountability in playing a role in their country’s development. It is true that countries need to be economically stable, however encouraging social development is far more favourable as

country's leaders strive for a long-term development, which helps alleviate or eradicate poverty among their people. Giving individuals the opportunity to play a role in their development helps create trust and understanding among leaders and their people, and is a key ingredient in the approach of participatory governance.

The practice of participatory governance has been suffusing in most developing countries, as leaders have witnessed the rewards of the direct engagement of citizens in their countries' affairs. Participation has allowed for strengthening the involvement of citizens in not only the decision-making process, but in the actual planning and implementation stages of projects. In some cases throughout this paper, I will refer to citizens as the general public within a country, whereas in other cases, I will regard citizens as members of a community. However, my hypothesis for this paper involves participation with the focus on both the general public and members of a community.

Individuals at times misconceive the true definition of participation or involvement of citizens in a country's development process. Whether their preconception of participation takes into consideration the mere consulting and informing of citizens on the decisions taken in their country or communities, is one issue which will be discussed throughout this chapter, followed by the view of power, and factors which generate success of projects when citizens are directly involved.

Many academics have ventured to look at the real picture of participation and what it entails. Throughout their research, they have posed a number of questions to leaders of countries as to what constitutes participation as it lends weight to development. A traditional scholar, Sherry R. Arnstein, did extensive work on citizen participation. She looked at participation with regard to citizen power and how it relates to social development and reform. My views on

citizen's participation are similar to the ones discussed in her publication. However, Arnstein's analysis constructs a hierarchical structure of participation which constitutes eight rungs, whereby each rung was a level of participation of citizens, with prominence at the three top levels, namely, "partnership, delegated power" and "citizen control."²⁸ Arnstein considered participation to be linked to the destitute and how their involvement in decision-making can affect future developments. Arnstein's and my analogy of participation give a clear indication of citizens enabling the induction of social reform which yields positive outcomes to a community as well as a country. A more contemporary scholar's view on Arnstein's theory of participation has stated it to be outdated and flawed.

According to Archon Fung, a well-known scholar on participatory democracy, Arnstein's citizen control theory with respect to consultation does not offer any positive argument to citizen participation, and should be revisited, as modern researchers view consultation as a more direct factor of citizens' empowerment. He also made mention of who should be directly involved in participation and how their opinions can help in the formation of proper decision-making and public policy mechanisms. In contrast to Arnstein's "Ladder of Citizen Participation,"²⁹ Fung introduced his framework for citizens' participation, the "Democracy Cube," considering three main dimensions, namely, "participants, influence" and "communication and decision mode."³⁰ With a brief analysis of these three dimensions, Fung's representation of participation looks at the persons involved in participation, how do they convey information to each other, and lastly, what impact their decisions would have on authorities or key stakeholders in the decision-making process? Although Fung looks at every aspect of participation, he has failed to conceptualize the thought that citizens being responsible and accountable for their actions gives

rise to empowerment which in turn helps in a more effective and promising development on a long-term basis.

Allowing citizens to be empowered does not necessarily mean that power has been taken from the country's leaders and persons in authority. It simply entails giving persons the ability to realize that they have the will and ambition to pursue the goals and objectives which bring positive change to their society. Asnarulkhadi Abu Samah and Fariborz Aref add weight to my argument on the power of citizens. Their paper investigates community development in Malaysia, and how citizens of this country embraced the power to which they were subject for a better and more effective community. This power enabled persons to take the initiative to help eliminate factors which hindered progress, and which brought dissatisfaction to them, and to their community as a whole. Samah and Aref gave a clear distinction on the terms "power to" and "power over."³¹ The latter, they stated, took a more bureaucratic stance as in the theory of Max Weber. In other words, individuals' perception of having the right over others, causes social destruction within groups and communities. On the other hand, the former takes into account the actions of persons within a community or group to be able to influence others positively to solve a specific problem or issue. This is the type of power that Samah and Aref posit citizens need to acquire. Power in such sense can be referred to as having full or total control of the factors which can lead to increase benefits to one's society and improves on or changes one's life for a more positive outlook. Such power tends to encourage social capital and reciprocity among citizens of the community.

In Malaysia the status quo of power which existed among leaders and citizens did not change regardless of the power that citizens possessed. The possession of power should not be mistaken as the influence to get rid of leaders, or reduce their level of power in a country. At

times, it may give weight to the assertiveness of citizens to rightfully enforce what the proper support by leaders should be, as well as conveying to them the need to have less of their involvement in processes. Whatever the case may be, citizens should not lose their focus on their objectives for the direct involvement in the development process. Samah and Aref in concluding stated that citizens’ empowerment can be viewed as an ongoing process, by which citizens acquire the attributes of knowledge and skills which will help in future engagements in processes. With these requisites citizens will be able to make sound and fair decisions on the best measures or mechanisms for development, bearing in mind that the power structure remains to the same degree and place, which is among their leaders.

Though there are many advantages of citizen participation, there exist many disadvantages as well. As my research on this topic is centered on the issue of citizens’ participation leading to development, some scholars have taken a different view on such an issue. Renée A. Irvin and John Stansbury in their research have questioned whether citizen participation is “worth the effort.”³² These writers have pointed out a number of advantages of citizen participation with a focus on the decision-making processes and the outcomes or results.³³ These advantages are illustrated in the table below extracted from the research of Irvin and Stansbury.

	Advantages to citizen participants	Advantages to government
Decision process	<ul style="list-style-type: none"> - Education (learn from and inform government representatives) - Persuade and enlighten government - Gain skills for activist citizenship 	<ul style="list-style-type: none"> - Education (learn from and inform citizens) - Persuade citizens; build trust and allay anxiety or hostility - Build strategic alliances - Gain legitimacy of decisions
	<ul style="list-style-type: none"> - Break gridlock; achieve outcomes 	<ul style="list-style-type: none"> - Break gridlock; achieve outcomes

outcomes	<ul style="list-style-type: none"> - Gain some control over policy process - Better policy and implementation decisions 	<ul style="list-style-type: none"> - Avoid litigation cost - Better policy and implementation decisions
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Table 1: Advantages of Citizen Participation in Government Decision Making

Source: Renée A. Irvin and John Stansbury: Citizen Participation in Decision Making: Is it Worth the Effort³¹

As seen in the **Table 1** above Irvin and Stansbury based their argument on to recipients of citizens’ participation, who are citizens themselves and government.

In chapter one I made reference to the opinions of most government leaders on citizen participation. Most opinions centered on citizens’ participation being too time consuming and costly. It can be noted that Irvin and Stansbury are also of the same view in their breakdown of the disadvantages of citizens’ participation. An illustration of these disadvantages can be seen in **Table 2** below.

	Disadvantages to citizen participants	Disadvantages to government
Decision process	<ul style="list-style-type: none"> - Time consuming (even dull) - Pointless if decision is ignored 	<ul style="list-style-type: none"> - Time consuming - Costly - May backfire, creating more hostility toward government
Outcomes	<ul style="list-style-type: none"> - Worse policy decision if heavily influenced by opposing interest groups 	<ul style="list-style-type: none"> - Loss of decision-making control - Possibility of bad decision that is politically impossible to ignore - Less budget for implementation of actual projects

Table 2: Disadvantages of Citizen Participation in Government Decision Making

Source: Renée A. Irvin and John Stansbury: Citizen Participation in Decision Making: Is it Worth the Effort³⁴

From the literature presented by Irvin and Stansburry, some very valid points were made with regards to the disadvantages of participation. However, Jim Rossi argues that participation may be costly if there is “mass participation.”³⁵ Another limitation of mass participation is information overload. This Rossi stated may lead to “poor analysis, superficial examinations of alternatives, and a widening gap between complete, precise, and accurate, as opposed to vague and sloppy, heuristic analysis.”³⁶ The prevention for high cost being incurred and information overload infusion Rossi posited is existence of interest groups in participation of the decision-making process.³⁷ This would lessen on the participants interaction, thus making sound and clear decisions.

For the success of any project, be it at a community level or country wide level, having the right resources is pertinent. Government leaders and scholars consistently draw the issue of prolong processes of projects which hinders successful development. Have they realized what is the real cause for these lags? The encouragement of citizens’ involvement with the right support and availability of the right resources may bring light to any form of development. Archon Fung and Elena Fagotto in their study on empowered participation in the city of Minneapolis made a clear indication of how the “Neighbourhood Revitalization Program (NRP)”³⁸ was successful because of the aforementioned issues. This program was implemented to bring life to the city, in terms of having more residents, educational facilities, employment opportunities and social attractions. Though at times citizens considered the various processes to be demanding, having the support of their city council was a key determinant to set the right path to achievement. Fung and Fagotto added to this idea, the influence of power and resources in the NRP, owing the success of this program to the availability of financial as well as human resources. Having these

essential factors in place is a clear indication that citizens will be empowered to get involved in the development process of their country or community.

There are several other countries that have embraced citizen participation. The end results for some have been remarkable. Many economists wonder how for example South Korea has emerged from a poor nation, to a nation which reaps an abundance of wealth. The story of this nation is what can be called a miracle. The approach “Saemaul Undong or New Community Movement” South Korea used to transform from rags to riches is now being practiced in many developing countries today.³⁹ According to Do Hyun Han, “Saemaul Undong is a successful model of poverty eradication” and the “driving force” of Korea’s development.⁴⁰ This model which gave persons the opportunity and empowerment to help themselves out of poverty was a strategic move by the nation’s then leaders. The objectives of South Korea’s leaders were to eliminate the income inequality between the rural and urban areas. The story of South Korea is a clear indication that countries can escape poverty by introducing and initiating participation or engagement of citizens in the development process, and not by use of foreign aid or assistance. A more detailed description of this model together with other countries’ citizen participation success stories will be illustrated in chapter three, Research Methodology, of this paper.

Many development discourses in today’s society is based on the issue of aid or assistance in economic development. Is aid a good thing or a bad thing? The argument I will draw on here is that provision of foreign aid or assistance is not a panacea for poverty and under-development, rather at times it impairs development and increase the poverty rate in some countries, especially when they are followed by strict conditionalities. Joseph Stiglitz in his study mentions how donors’ excessive conditionalities undermines the recipients’ capabilities, as recipients are forced to adopt policies and practices of the donor countries. He further stated that instead of recipients

being “empowered” to “serve as catalyst for change within [their] society”, receiving aid would “demonstrate their impotence.”⁴¹

In the International Monetary Fund (IMF) Survey Magazine an interview in 2010 between two economists brought about a heated debate on whether aid was good or bad.⁴² One of IMF’s Economists, Andrew Berg, stated that foreign aid has a positive impact on growth, but the growth will depend on what the foreign aid is used for, and how efficiently it is used.⁴³ On the other hand Arvind Subramanian, an Economist at Peterson Institute in Washington, D.C., and the Center for Global Development, counter-argues Berg’s statement by stating there is no valid evidence to support the argument on foreign aid leading to economic growth. His claim is that no matter what the conditions may be aid does not provide any positive outcomes to a country.⁴⁴ He further stated that the result of aid is that it “[undermines] that link between the people and the government because it severs that link and, therefore, it retards institutional development.”⁴⁵

Another stance on aid having no impact on growth is that of Malik Fal, Managing Director for Africa at Omidyar Network, South Africa. Mr. Fal indicated that aid does not enable economic transformation. His view on economic transformation is the learning of skills and the accumulation of high standards of living through increase income.⁴⁶ In addition he stated that transformation in Africa should be locally owned, and not viewed as being led by foreign aid or assistance.⁴⁷

Participatory governance when taken seriously by government leaders can generate positive outcomes. Realizing that citizens are the key factor in development, as their opinions and views are placed on the front burner of any decision-making process is of paramount importance. It is the countries’ leaders’ duty to adhere to the full level of participation by citizens at all occurrences within the development process. In so doing, citizens will gain a sense

of empowerment and be more accountable for their actions. When individuals are not clear on the level of power which should be exerted, sensitization and awareness of citizens' empowerment should be introduced. Being responsive to citizens' needs and interests is the true definition of democracy by leaders of today.

CHAPTER THREE – RESEARCH METHODOLOGY

Research is a monotonous process, which at times is very frustrating. However, the delight of the research process emerges when data starts coming together and the researcher begins to gain insights and draw meanings and connections that would not have been possible. Therefore, the importance of the correct methodological approaches to reaching this end should not be understated.

This study adopted an interpretative approach, designed to draw on the hypothesis, citizens' empowerment and participation lead to social reform, which reduces income inequality in countries. As a result, a multi-method technique was employed, which is the interpretative approach supplemented with a quantitative approach, to obtain an accurate analysis of the aforementioned hypothesis.

Appendix I (Research Plan) was used as a guideline in pursuing the above-mentioned approach, with every aspect being carefully thought out which led to obtaining the desired outcomes. Using various research methods proved very essential in performing every activity stated in this appendix.

Adopting the interpretative approach was based on a number of personal and unique issues which would hinder the outcomes of this paper. Such issues are political biases, citizens' resistance in accepting change, citizens' trust in government and most importantly, availability of human and financial resources. Hence, acquiring data from secondary and primary sources was quite beneficial to the successful construction of this paper.

3.1 Ethical Consideration

Before pursuing this qualitative research, consent was needed from the necessary individuals who would have been affected by the outcomes of this paper, as a result of their actions and opinions influencing the decisions taken.

Emails requesting permission to use specific research papers and government documents were forwarded to academic researchers and officials of the Government of Saint Lucia (GOSL). Verbal as well as written consents via email were given by those individuals as they envisaged this research being of great value to the issue of development.

3.2 Data Collection Methods

My research took the frame of an investigation which included data collection instruments such as documentary analysis, questionnaire, interviews, case studies and observation. Premeditation was made on the choice of research design and instruments, the choice of sample, means of triangulation, the strengths and limitations of methods chosen.

3.2.1. Documentation

Documents were imperative to this research. Numerous scholarly journals obtained by means of the internet, and books obtained in school library shed light to the research. These journals were used in acquiring outcomes which led to the development of chapter two – The Literature Review. Also, documents such as The St. Lucia Country Poverty Assessment 2005//06 report, Review of Financial Operations of Towns, Village and Rural Councils, and the Economic and Social Review 2012 of Saint Lucia, acquired from the GOSL website, as well as reports from World Bank and other international agencies will be used at the very late stages of

my research, which will help in comparing and analyzing Saint Lucia to the countries used in the various case studies. Also, careful scrutiny, of such documents, will allow for achieving a broader insight as to the different issues which curtailed citizens' participation and the development process.

3.2.2. Questionnaires

Questionnaires were distributed via the Qualtrics software application to one-hundred (100) graduate students of Korea Institute of Development (KDI) School of Public Policy and Management. However, my aspiration was to get at least fifty (50) responses in order to make a proper analysis. Using this mode provided for a more convenient and efficient distribution of questionnaires, and a more accurate and precise data analysis.

The questionnaire was first constructed using Microsoft (MS) Word software in order to be piloted. This MS Word questionnaire was piloted twice to ensure clarity and that the material did not touch on issues or expressed in any way ideas that may offend potential respondents. In constructing the questionnaire (**Appendix II**) it was separated into various sections. The very first section was based on the biographical data of respondents. The next section dealt with the respondents' country demographics, and the final section which was the more detailed part of the questionnaire, looked at respondents' views and opinions of citizens' participation and governance. It is of utmost importance that a broad sample be developed for proper quantification of information. Attached to end this questionnaire was a sheet which defined some terms that made completion much easier for respondents. The questions were very straightforward. In some instances likert scales were used in order for a greater degree of

discrimination. Some open ended questions which asked for respondents opinions were also included.

After the pilot stage, the questionnaire was then reconstructed in the Qualtrics Software, which is a web-based software application. As stated earlier this software application was quite beneficial to this research design. Its features are quite user-friendly, allowing an individual with no broad knowledge of computer applications to be able to complete this web-based survey. Before the actual distribution of the survey to respondents using this application, a test survey was done twice. This ensured that there were no loop holes and inefficiencies in using this application. During this test, revision was made to the structure of a few questions, as the tester indicated that there were a slight bit of ambiguity and misconstruction in the survey. With the MS Word document in the case where a respondent could have just ticked more than one answer, it was not possible to do so with the online survey. Therefore, these questions had to be revised in away where respondents could have ranked their answers.

The survey was distributed to the majority of the student body of the KDI School, as consideration was established in developing this questionnaire which dealt with the demographic make-up of respondents. The advantage of using the majority of the school's population was mainly due to the diversity and distinct nationalities and cultural backgrounds within an accessible space, encouraged a multifarious feedback and understanding of issues governing citizens' empowerment and participation globally. The online survey was left active for a time-frame of one week in order to allow students who were engaged in other school related activities to participate in the survey. A cover page was attached to the questionnaire, to inform respondents of the purpose of the survey and how their participation would be of significance.

The composition of the questionnaire was informed by an analysis of the premises and issues that emerged from the literature available on the issue of citizens' participation and development, and by having a comprehensive view of the sub-claims stated in chapter one and the rationale behind the research questions.

3.2.3 Interviews

Conducting interviews gave me an understanding of how the actors in my research process interpreted the whole issue on citizens' participation and development. Three interviews were conducted to complement this chapter. One was a semi-structured interview with an author of one of the research papers used in chapter two of this paper, Professor Sung-Hee Jwa. Questions were submitted via email to Professor Jwa for responses. However, due to the nature of these questions, and the need for further explanation, Professor Jwa requested a face-to-face interview, which would produce more clarification and a broader understanding of his research paper. I was grateful that this interview took that structure because an avenue to probe responses for simplification or for further information when the need arose was needed. Also this allowed for the proper guidance of the discussion between Professor Jwa and myself. Responses were recorded by both handwritten and a recorder. Consent from the interviewee was received for the recording. In comparison with the note taking and recording, the use of the recorder had the advantage of capturing data more faithfully than hurriedly written notes, and made it easier to listen and focus on the interview. The interview lasted approximately thirty (30) minutes.

The two other interviews were done via the online mode. The interviewees were Professor Kim Dong-Young, a Professor at KDI School of Public Policy and Management, and

Mr. Clive Hippolyte, Deputy Project Manager, of the Saint Lucia Social Development Fund.

This online approach was taken because the said individuals were in other states, and the huge time difference between the three different states had to be observed. Questions were forwarded to Professor Kim and Mr. Hippolyte through their email, in order to receive responses.

Conducting interviews in that manner comes with some advantages and disadvantages. The advantage for conducting this type of interview was that the interviewees were able to analyse and review the questions before giving responses. In other words, there was no spontaneity when it came to responding. It also saved time, as my efforts were placed elsewhere in the aim of completing this research methodology. The disadvantage was in contrast to that of the face-to-face interview conducted with Professor Jwa, using the online method, webmail, prevented me from asking follow-up questions from the interviewees' responses, and it took away the social signals which could have lead me in believing whether there were biases in responses.

The interview questions were open-ended. This gave the interviewees an opportunity to further clarify any of their responses, and allowed for a more open and honest expression of thoughts and ideas. The majority of the questions posed at Professor Jwa and Professor Kim were of similar structure in order to gain consistency and a wider comprehensive picture of the issue of citizens' participation. However, the ones for Mr. Hippolyte were somewhat different to those of the other two interviewees, as I focused my attention on the current situation of Saint Lucia, and the issues affecting the development process.

A portfolio or resume of each interviewee indicating work undertaken in the academic arena, and other fields of interest and research can be seen in **Appendix III**, and an outline of their interview questions can be found in **Appendix IV**. The portfolio or resume for Professor

Sung-Hee Jwa and Professor Kim Dong-Young were acquired on the Korean Development Institute (KDI) School of Public Policy and Management website.

3.2.4 Observations

3.2.4.1. Participant Observations

Participating in the two-day Saemaul Undong (SMU) (New Village Movement) training on September 27 – 28, 2013 brought more clarity to the issue on the development miracle of South Korea. At that training programme I was able to get first-hand experiences on the different policies and practices which were adopted to gain the level of development that is being seen in South Korea presently. I was also privy to results of other countries who adopted the practices of South Korea, and I was given a clearer understanding of how best to implement such practices and policies to gain success with regards to development.

A total of two hundred and forty-five (245) participants were present at that training programme. A number of presentations were made by persons directly involved in the SMU development programme in South Korea. Participants were placed in groups to discuss and explore possible measures for the use of the SMU in their countries.

My group consisted of persons from Spain, Mexico, Yemen, Guatemala, Haiti, and Uzbekistan. The group members were informed of my reasons for partaking in this training and all gave consent to recording any feedback that they gave during group discussions.

3.2.4.2. Case Studies

Two (2) case studies were used in this research. The first case study was that of the Rural Saemaul Undong (RSMU) (Rural New Village Movement) which took place in South Korea

during the 1970s, with the involvement of citizens. This RSMU widely contributed in the vast decrease of the income disparity which existed between the urban and rural areas of South Korea.

The other case study is from the country of Brazil. This case study takes a look at the Participatory Budgeting in Porto Alegre, Brazil. Illustrated in this case study will be the measures that were taken for citizens' involvement in decision-making of the country's budget system, and the manifestations of the successes which occurred.

CHAPTER FOUR – RESULTS/FINDINGS

This chapter seeks to outline the key findings from the research conducted in chapter three of this study. Answers to the key questions which stemmed from the sub-claims in chapter one, were given immense attention during the course of the research. Understanding the paramount issues involved in the whole concept of citizen empowerment and engagement was looked at with a bird's eye view, as neglecting the most pressing issues would have led to inconsistency and inaccurate information being displayed. The misconstruing of information by individuals would have caused my research to take a different direction, which would prove useless to the completion of this paper.

The main objective of this thesis paper is to show that there exist a causal relationship between citizens' participation and development. It seeks to outline how getting people involved in the domestic affairs or decision making of their country and community can lead to better standard of livings of individuals, and how individuals' involvement impacts on a micro and macro level in the country.

4.1 Documentation Findings

World Bank data of 2012 confirms Saint Lucia as an upper middle income country, with a population of 180,900 and a gross domestic product (GDP) of US\$1.186 billion.⁴⁸ The UNDP Human Development Report (2013), however, ranks Saint Lucia as a high development country, with a Human Development Index (HDI) of 0.725, with a ranking of 88 out of 200 countries.⁴⁹ From my research on the rate of poverty in Saint Lucia, it was found that there does not exist any recent data, however, The St. Lucia Country Poverty Assessment 2005//06report

was used in an effort to analyze the rate of poverty presently in the country. A comparison was made with the report 2005/06 to that of 1995. In these reports it was indicated that the levels of poverty of the population had increased from 25.1% in 1995 to 28.8% in 2005.⁵⁰ The reports also indicated that some individuals level of poverty was so bad, that they were considered to be in a bracket of those that are critically poor or what is termed indigent. This type of poverty exists when persons are unable to meet the cost of providing for the basic nutritional foods for their survival.⁵¹ According to the definition of the report of 2005/06 “the indigent are persons whose daily average consumption is too low to guarantee adequate nutrition to maintain good bodily health.”⁵² Looking at this in a monetary position it was stated that EC\$ 3.40 (US\$ 1.27) daily or EC\$131 (US\$ 46.06) per month or EC\$ 1,570 (US\$588.02) annually, is the estimated figure for the indigent individual.⁵³ Whereas, for those individuals who are able to obtain the basic food and the non-food necessities the figures was estimated to be EC\$ 13.93(US\$ 5.22) daily or EC\$ 423.83 (US\$ 158.74) monthly or EC\$5,086 (US\$ 1,904.87) annually.⁵⁴

Figures from the reports showed that indigence decrease considerably from 7.1% in 1995 to 1.6% in 2005. As with the poverty rates of Saint Lucia, updated information on the Gini coefficient is non-existent, hence data from The St. Lucia Country Poverty Assessment 2005/06 was also used. From this report it was observed that the Gini coefficient of inequality of the aforementioned periods also dropped from 0.5 to 0.42.⁵⁵

To analyze Saint Lucia’s level of governance in order to determine how responsive the country can be in allowing citizens’ engagement in the country’s domestic affairs, the World Bank’s Worldwide Governance Indicators (WGI) report of 1999-2012 was used. This report takes into consideration six dimensions of governance. The level at which each dimension is rank defines if Saint Lucia has a good governance rating. **Table 3** illustrates the percentile

ranking of each WGI dimension for the country from 2009 to 2012. As stressed by World Bank these ratings are not used to “allocate resources”⁵⁶ to countries, as these are measurements constructed on specific data sources shaped from numerous of “survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms.”⁵⁷ The data from Global Insight Business Conditions and Risk Indicators were used, as this source was consistent throughout all six dimensions, compared to the data of other sources.

DIMENSION	YEAR			
	2009	2010	2011	2012
Voice and Accountability	0.88	0.88	0.88	0.88
Political Stability and Absence of Violence	0.88	0.94	0.94	0.94
Government Effectiveness	0.88	0.88	0.88	0.88
Regulatory Quality	0.88	0.88	0.88	0.88
Rule of Law	0.81	0.81	0.75	0.75
Control of Corruption	0.88	0.88	0.88	0.88

Table 3: Percentile Ranking of WGI Dimensions

Source: Worldwide Governance Indicators

As shown in the above table the dimensions of governance of Saint Lucia was stable throughout the four years of comparison, except with the measurement of political stability and absence of violence which increased during the last three years. Conversely, the rule of law dimension showed a constant measurement within the first two years, and decreased in the last two years of measurement.

4.2 Questionnaires

One hundred (100) questionnaires were distributed to students of the KDI School of Public Policy and Management. However, the report from the qualtrics application indicated ninety-eight (98) responses were submitted. My aim as indicated in chapter three was to get fifty (50) responses, but to my amazement almost the full 100 persons responded. It can be noted, that for some of the responses of the survey, there was not the full participation of the 98 respondents.

From the sample, the number of male respondents outweighed that of the female respondents, as shown in **Figure 1** below. The total respondents for this particular question were ninety-one (91). As shown from the figure, 65 male students and 26 female students responded.

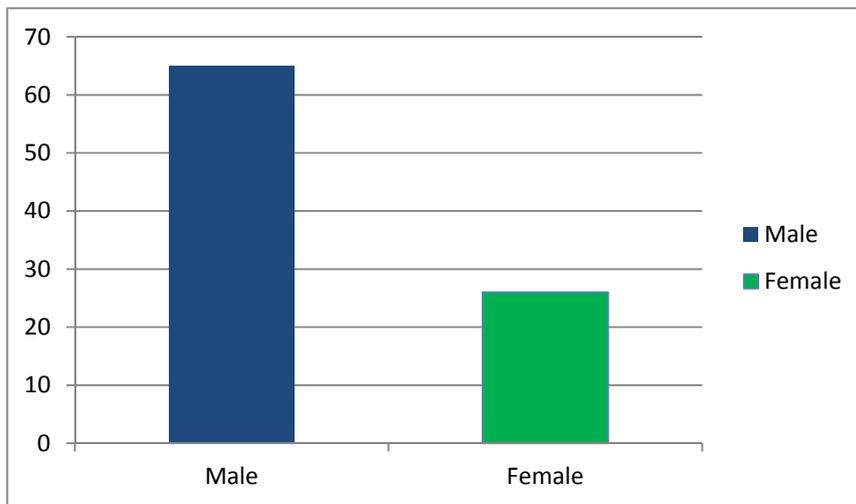


Figure 1: Total Respondents

From a total of 92 respondents 79% are employed, with 83% from the public sector, 14% from the private sector and the remainder 3% are employed with other sectors which were not specified.

Responses of students from twenty-eight (28) countries out of the list of one-hundred and ninety-three (193) countries from the qualtrics list were received, as shown in **Figure 2**. From the 98 responses, only 56 responses were given for this question. 87% of these countries have a population size of over two-million (2,000,000), while 7% have a population size of one hundred thousand to five hundred thousand (100,000 -500,000). This information is displayed in **Figure 3**.

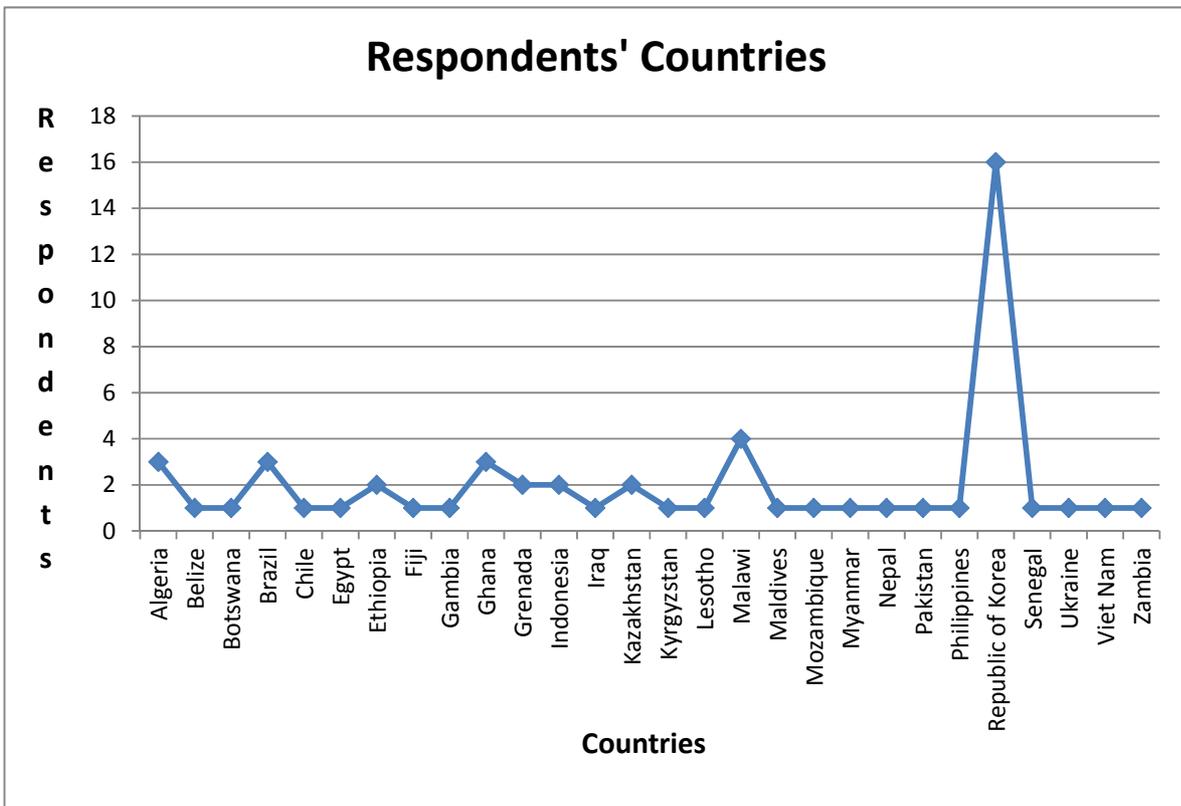


Figure 2: illustrating the list of countries from the survey

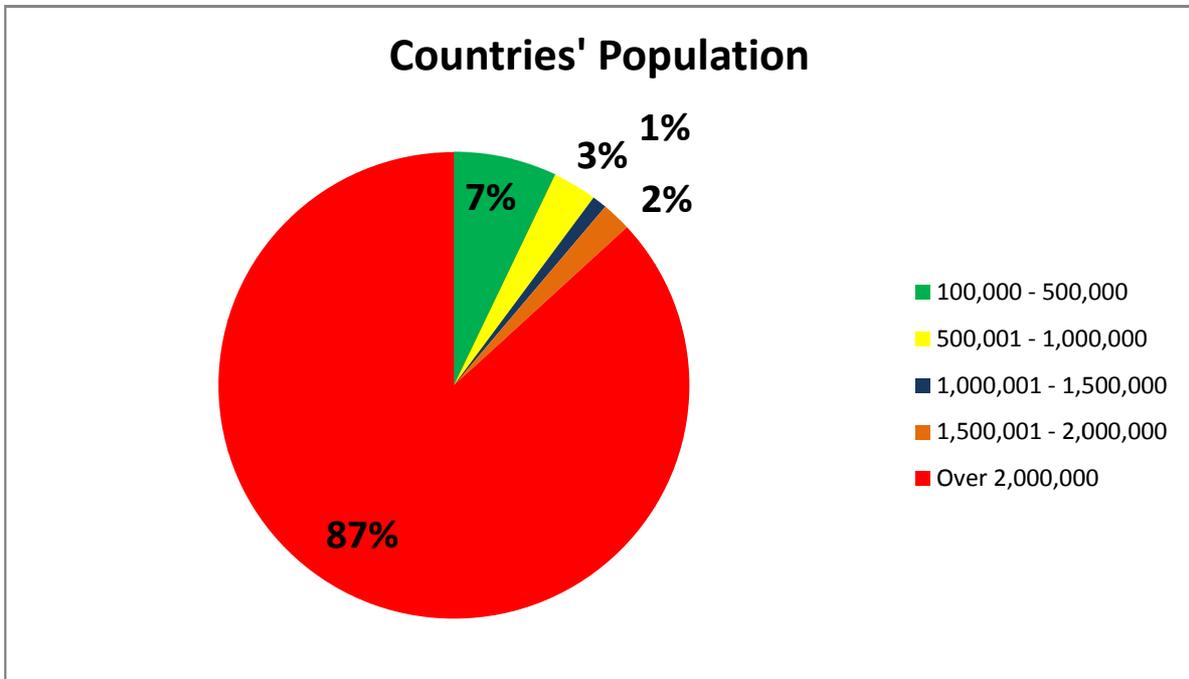


Figure 3: Population size of countries

Considering the different types of government structures which exists in the respondents' countries was geared towards an analysis of the level of participation which exist in these countries. Most of the respondents reside in countries where some sort of democracy exist as shown in **Figure 4**. The figure indicates that greater percentages fall under the government structures of 'constitutional democracy', 'democracy' and 'parliamentary democracy', whereas the lower percentages can be seen with countries of 'communist' and 'authoritarian' governments.

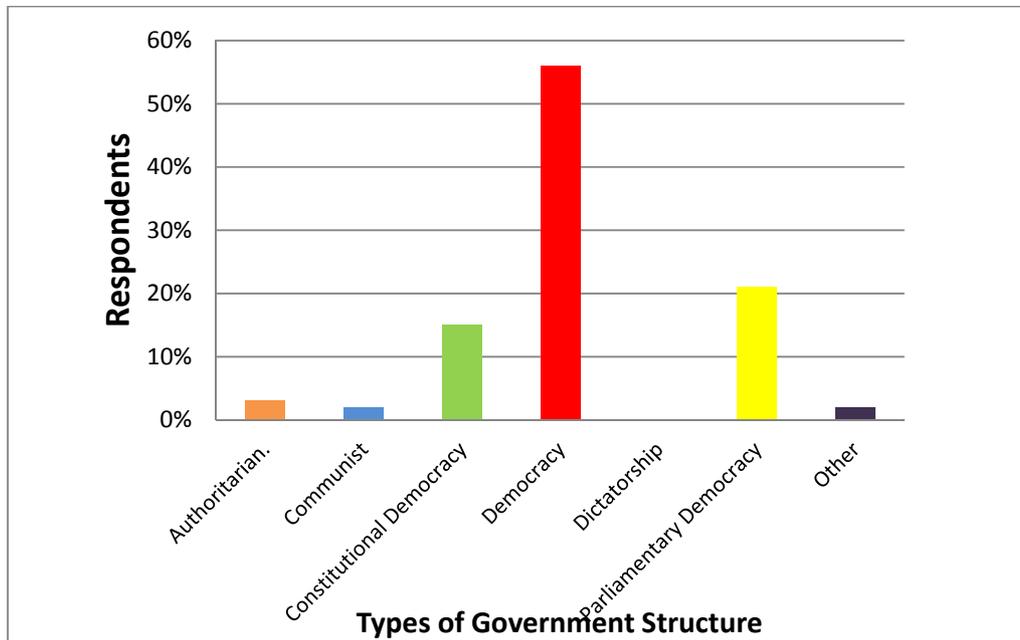


Figure 4: *Types of Government Structure*

It was found that in most of these countries citizens' participation was given immense attention. However the form of participation which was being practiced the most was that of informing or notifying citizens of decisions to be taken by the power holders, whereas the least practiced form of participation is that of empowerment, where citizens are given the full power of decision-making in the countries. Most of the respondents indicated that they have been involved in citizens' participation exercises, but when asked what form of participation, they unanimously responded to consultation and involvement, with 80% of respondents stating that their involvement in citizens' participation was on a voluntary basis. When asked the question about whether the participation was beneficial, 69 responses were received, with 61% responded yes, whereas 49% responded no. Yet when asked about the level of benefit to the individual, their country and their community the results were somewhat contradictory. **Figure 5** gives a clear indication of the results of this question.

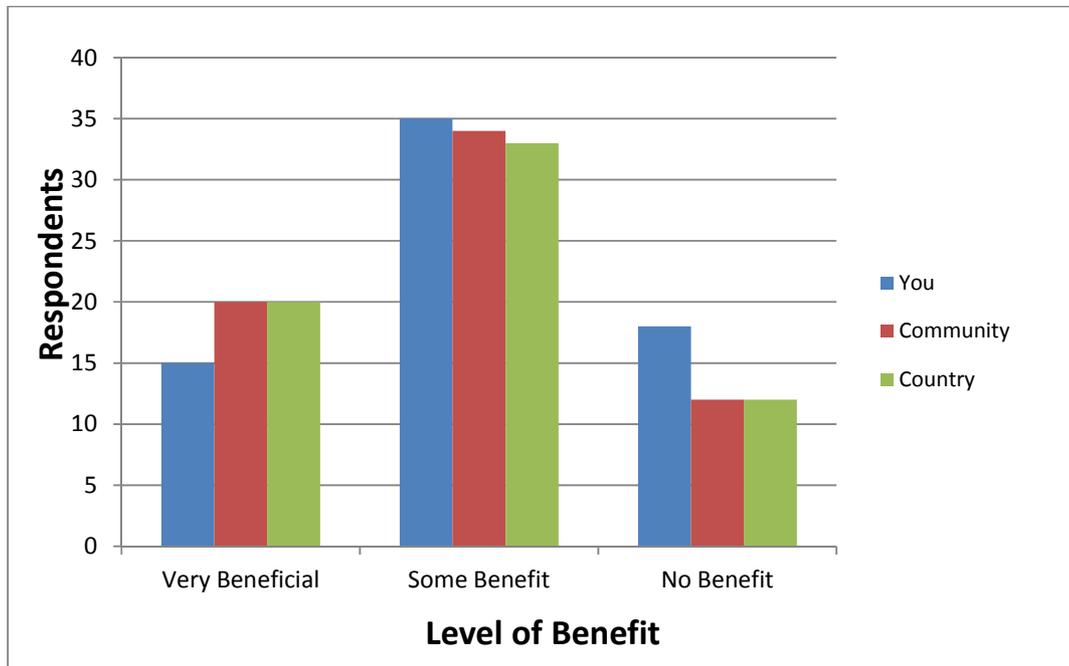


Figure 5: illustrating the level of benefit derived from citizens' participation.

My research on citizens' participation and empowerment has permitted me to gestate that citizens gaining a sense of ownership of decisions or policies leads to better management and acceptance. Imposing of these policies or decisions creates a level of resistance by these individuals, notwithstanding the positive changes that can be promoted within persons' communities or countries. What can be stemmed from having this integral factor present in one's life is the idea of empowerment. Hence aiming to acquire from respondents the presence of these two fundamental elements, ownership and empowerment, by persons' involvement in the various forms of participation was one criterion which was given colossal scrutiny.

When respondents were asked about whether there was a sense of ownership and empowerment acquired by them from the end result of their participation, the report indicated that 61% responded 'yes' to ownership, whereas 69% responded 'yes' to empowerment. Another criterion which was carefully scrutinized was the level of support by respondents' countries' government with regards to participation of citizens in the countries' decision-making. **Figure 6**

illustrates the aforementioned criterion. As seen from the figure 69% indicated that there was little support from their government, whereas the figures for very supportive and not supportive are seemingly close.

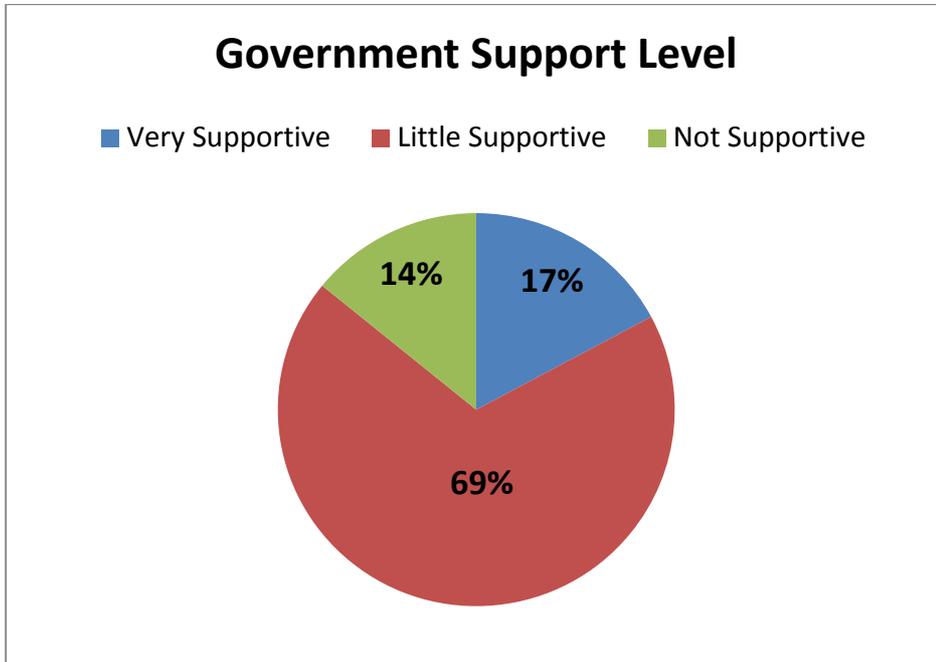


Figure 6: illustrates level of support from countries' government

These same government leaders are seen by respondents as individuals who sometimes keep their promises to their people.

Further to figure 6, the vast majority of respondents considered government support as a vital factor for the cultivation of development through citizens' participation, and agreed that government or country leaders should be involved at every stage of the decision-making process in their country. From the total of 98 respondents, 72 responses were given for the question on trust between government and citizens. 31 respondents agreed that the lack of trust between citizens and government impairs development, followed by 27 strongly agreeing, 5 strongly disagreeing, and neither agreeing or disagreeing, with the remainder 4 disagreeing. It is eminent

from the qualtrics results that most respondents agreed that citizens' engagement and participation is costly and prolong the implementation process. Contrary, most strongly agreed that citizens' participation leads to better policies being implemented, with a greater transparency and accountability being derived, as well knowledge sharing between citizens and government officials.

Not subjecting respondents to an array of closed-ended questions, I gave every respondent an opportunity to share their views and opinions on the subject of citizens' participation in the development process of a country. From the 98 respondents 15 gave some brief comments and suggestions. Respondents' actual comments and suggestions are as follows:

1. *"Citizens participation builds social capital which is important for implementation of development programs."*
2. *"It would be a problem in citizen participation if the citizens are denied the necessary information required for any development. On that case I would say that the public must uphold the basic democratic rights and freedom in order to effectively function. The society must be well informed and well educated and able to make decisions independently and as a group. On the other hand, the government must be prepared and have the capacity to accommodate what the citizens will come up with in any given time."*
3. *"Citizen participation is good for development as it helps policy makers make informed decisions on the needs of the people. As such citizens' participations are likely to faster a country's development."*
4. *"Citizen participation is very helpful in the country's development. Particularly, citizens' participation at local level decision making has to be promoted to create understanding among the people and the government. Moreover, local level participation will allow to direct the development objectives towards the required needs of the citizens."*
5. *"I do believe that citizens' participation plays a great role in development process, particularly in economic aspects such as: reduction of corruption, inclusive development, inequality reduction, as well as social aspects such as: public participation, sharing information and knowledge, feeling of empowerment and motivation to perform better by our government."*

6. *“Citizens' participation can effectively limit the power of government, which is absolutely essential for a liberal society to prosper. Citizens should never cease distrusting politicians and bureaucrats. But it does not mean that popular sentiments should be allowed to take any form, for such society would end very soon. All societies need a powerful and reliable mechanism to put limitation to both people and government.”*
7. *“It depends on citizen's level of education. Many citizens from developing countries are semi- literate. Their participation in development is limited.”*
8. *“Citizen participation is necessary for good governance but prolongs the decision process. But it can contribute more to the social development of the country.”*
9. *“It ensures leaders do not abuse the mandate given to them by the citizens.”*
10. *“Citizen empowerment is good but it will still need a strong leadership and good governance... or else it will make development slower and biased.”*
11. *“While citizens' participation is quite commendable, It should be done in an empowerment manner. For instance, some citizens do not know what they should contribute and expect of their leadership, so the initial phase of this whole process should be bringing up the citizens' awareness and then expect them to meaningfully participate in the national discourse. Without such capacity building, participation can just be a fuss”*
12. *“Citizen's participation should be there in every democracy. But unfortunately governments and leaders are involved in their own benefit more than the benefit for the common people.”*
13. *“Even though citizens' participation occur cost of decision making, it prevents corruption that may be caused and play an important role in developing social capital of a country.”*
14. *“Under an assumption that is democracy is the highest level of government form, I think citizens' participation is indispensable in terms of a social dynamic. In a democracy system, one of the most hazardous things is "silent majority," so participation or expression of one's opinion can give the society vitality and positive energy that is essential for the society's development.”*
15. *“Not only I think but also I strongly believed, it plays an important role. This is what I observed in my country especially when I am comparing with the previous Government. It is a big difference.”*

4.3 Results of Interviews

Three (3) interviews were conducted with individuals whose contributions and efforts have played a pivotal role in the development process in their countries. As highlighted in chapter three, two of the three interviewees were forwarded the interview questions through electronic mail, and with the third interviewee, a semi-formal interview was conducted. All interview questions were open-ended, allowing for interviewees to share their views and opinions. As mentioned in chapter three, appendix iv gives an outline of the interview questions.

Some of the interview questions of Professor Sung-Hee Jwa, and Professor Kim Dong-Young were of a similar nature. This was done because my interactions with these two individuals throughout my tenure in South Korea led me to believe that they shared different perspectives on the economic development of South Korea, and their ideas and opinions would give light to my research.

Professor Jwa's contribution to the literature of development in South Korea assisted in my understanding and questioning of key issues which brought about the level of economic growth to the country. From the interview conducted with him it was noted that the main factor surrounding economic growth in South Korea was that of economic discrimination. As I needed further clarification to Professor Jwa's concept of economic discrimination, I posed the question on whether discrimination should play an important role in the way an economy should consider development, or whether democracy played a bigger role. I focused my attention on his statement in his paper 'A New Look at Development Economics through Korea's Experience: United We Stand, Divided We Fall – Truth or Fallacy?' of countries not embracing discrimination are deemed to failure.

Professor Jwa explained that liberal democracy, which is not inclined to egalitarian, as being good, because it brings with it more participation and empowerment for the people, which would allow them to be more responsible for their lives. He further stressed that as far as democracy does not create an atmosphere of egalitarian then there should not be a problem. He linked democracy to political institutions, and how economic freedom or individual freedom can be provided through such means. This response opened an avenue for probing, as it leaned towards Amartya Sen's concept of individual freedom. Hence, I tried to link his response to that of Mr. Sen's concept. In so doing, I asked whether he was in agreement to the concept of individual freedom which was studied by Mr. Sen. Professor Jwa was in total disagreement with Mr. Sen's idea. He stated that Mr. Sen was wrong, as he was just focused on the end result of development. He added that Mr. Sen needed to indicate how such development can be obtained, and how to induce people to attain those powers, which were the main points missed by Mr. Sen. It was further stated by Professor Jwa that he is of the opinion that Mr. Sen was too focused on the Indian situation, and need to take a more wholly approach in making such assumptions. To compliment this statement, Professor Jwa indicated that practicing economic discrimination will promote peoples' motivation to achieve economic development.

On the question of the real measurement of development, and where is the best place to look for results of change in one's country, Professor Jwa based his response on how critics of economics perceive income. He stated that the critics have said that income has not been the most suitable gage or measurement for economic development or happiness. But his stance on this issue is that even if income measure is incomplete or not perfect, it is the best measurement as far as the economies current situation is concerned in order to ascertain the developmental level. He further stated that whether the income measure is incomplete, it will always provide

for positive impacts on one's happiness or standard of living, and also, with a higher income level, people will have more chances to attain other aspects of human life by utilizing that income.

Economic discrimination was again brought to the discussion as Professor Jwa thought that its implementation was the best technique a country can adopt in order to utilize its resources to reap the maximum outcomes. He looked at this concept by making reference to what the economic markets are doing right now, which is efficiently allocating resources in countries. His view on this is that those resources should only be distributed through economic discrimination policies and measures.

The paper by Joseph E. Stiglitz, 'Towards a New Paradigm for Development: Strategies, Policies, and Processes', broadened my research on the issue of poverty. Hence, I put forward the question on whether poverty can ever be eradicated. I made reference to the Stiglitz's paper where he wrote on some countries getting rid of poverty. Professor Jwa highlighted the United States as a developed country, and yet poverty is still rampant there. He stated that poverty can never be eradicated, but it can be reduced. His view is that if eradication of poverty is to occur, people should be the ones to do it themselves, and that he doubts this can be done. In addition, he indicated that with the help of the country's government eradication can be done, but with no guarantees. Consequent to these statements, Professor Jwa believed that in order to eradicate poverty the state should target the class of people who are living under very bad situations first and foremost, and with these people economic discriminations should be applied. He drew his response on the example of the Saemul Undong (New Village Movement) in South Korea, which differentiated incentives to citizens. By doing so he thinks that people will come out of the shades of poverty to the bright side of the society. He incorporated this response to the question

on the strong correlation of poverty income and income growth, by stating that though income growth may not be perfect, there does exist a strong correlation between the two factors, as money cannot buy happiness, but it can buy something which can contribute to a better level of happiness to people. Looking towards empirically studies, he drew on an investigation which found that higher income will always result in higher standards of living.

On the subject of empowerment of citizens, and whether it is a good thing for development to occur, Professor Jwa stated that empowerment is always good. He considered it as a process which can make people understand their own responsibilities, other than their right to something as referred to by Amartya Sen's. Professor Jwa's disagreement with Mr. Sen led him further to state that people have no entitlement to any outcomes or results. He thinks people should be given the right to participate in the process of creating wealth under fair and transparent opportunities. People should acquire the 'can-do spirit' as was present in the SU. Professor Jwa's believes that these people will acquire more self-achievement as empowering makes them feel more responsible for their future. His view of this point had him respond to the question on countries receiving foreign aid and assistance. He looked at the concept of ownership, and thought that persons' responsibilities to outcomes and results are determined by how best they partake in their countries' policies. Though he considers foreign aid and assistance to be good, he thought of it as being beneficial only in the short-run, as persons need to embrace the 'can-do spirit' and help themselves. Here he suggested that differentiation needs to be made with the support given to persons. This support he stated should be given only to those who show that they are willing to work and make something happen. He made reference to South Korea before the SU took place, when the United States of America brought in food and crops, and government had the power to distribute. He stated that the government should have

applied economic discrimination during that time, allowing for persons to help themselves, and then they would be rewarded.

With regards to Professor Jwa's response foreign aid, I then posed the question as to whether using foreign countries human resources instead of the recipient country's is considered to be beneficial to the recipient country, as these countries may have competent human resource to deal with issues affecting their country. Professor Jwa indicated that sharing of knowledge is an important factor, and would lead to more interaction and collaboration between the two countries. He stated that the domestic human resource can gain more knowledge from the foreign human resources. He gave the example of the Korean military officers travelling to the United States on training for short periods. This helped them gain exposure to the developed countries organizational management skills in the military sector. Supplementing this response I asked Professor Jwa his thoughts on the policies and practices of the developed countries being adopted in South Korea or other under developed countries, or did these policies and practices be customized in order to reap results. He responded that many countries were adopting policies and practices of other countries, but have not gotten any successful policies. Further to this, he stated that in the process of replicating developmental ideas it has been in most cases just mere observation of outcomes. He touched on the neoclassical growth module, and stated that what people are learning is that capital accumulation is very important, just as export and technology are important factors. People learn from experiences. They know what to do, but don't know how to do it, and that is the key problem. Looking at the issue of economic growth, he added that economists have told us what we need to do in order to acquire economic development, but how to organize it, and how should people work hard to accumulate capital are questions which need to be answered. Professor Jwa answer to these questions was that of applying economic

discrimination. This was also his answer to the final question on the types of government procedures and institutions will help motivate citizens to come forward and be part of government decisions. He based his answer on incentive differentiation. He stated that as far as government policies are concerned, if government wants to develop the economy, and wants to motivate people, they must bring lazy people to become industrious people. Hence government needs to adopt economic discrimination policies and institutions. This will change people.

The second interviewee was Professor Kim Dong-Young. Professor Kim has added to the much literature on participatory governance in and out of the classroom setting. His view on citizens' participation and empowerment which he expressed during class discussions is the main reason for writing this thesis paper. As mentioned in the earlier chapter, trying to conduct a semi-formal interview with Professor Kim was not possible due to his absence from South Korea. Hence, forwarding the interview questions to him via electronic mail was the best and most possible option. Though there were no avenues for probing, because of the mode of the interview, his responses contributed a great deal to this paper.

Professor Kim's views took a different direction to that of Professor Jwa for the similar questions which were posed to them. The first similar question was on the issue of where is the best place to look for results of change with regards to countries' development. Unlike Professor Jwa who stated that income measurement is the best, Professor Kim considered many other factors. He stated that the scope where one should look at change has been evolved for a long time. This he said started with economists who wanted to observe tangible, observable and quantifiable outcomes that could be calculated with a formula. He highlighted the variables which assisted in the calculations, such as GDP, GNP, and GDP per capita. He further stated that, some other scholars figured out that other factors might be important as well, hence the

development of many other criteria with which they could measure other parts of development.

Professor Kim added that these scholars became interested in less tangible but quantifiable criteria with the help of sophisticated measurement methodologies, such as HDI. His personal views on this issue was that he thought more broad data should be used to measure economic, ecological and social development as they all are interlinked to each other very closely.

Professor Kim regarded the kinds of criteria one should use and how they are used as socially constructed. This he meant that, ideally actors should negotiate and deliberate themselves considering their resources, capacities and visions. He considered this to be what many countries are lacking, and this thus poses a serious problem. He stressed on the adoption of models that were produced by another country as a consequence, as persons in power, who are there for their own benefit are urging their people to use these models.

Another issue which was looked at on a different perspective of that of Professor Jwa by Professor Kim was that of the best techniques a country can adopt to utilize its resources to reap maximum outcome. Whereas Professor Jwa considered economic discrimination, Professor Kim expressed that in order to find the best technique for a certain country is an empirical question not a normative question. He further explained that if one considers a hypothetical country that performs greatly to maximize its resources and achieve all kinds of development, be it, economic, social and ecological, one can imagine that benevolent leader with vision mobilizes transparent, competent government officials who identifies problems and adjust quickly to the outside environment, are the ones who decide how to tackle those problems or policies and implement them very effectively. He continued by stating that if one limit their scope to the government side, then all the actors and their behaviours are factors in the equation. This scope he said can be enlarged into business sectors and the public.

On the question of whether empowerment is destructive with regards to development, again Professor Kim gave a different view to Professor Jwa. Professor Kim stated that in order to respond to such a question we need to first think about why empowerment is good. He continued by stating that empowerment has a positive connotation, meaning that it sounds good and means good things, and that people sense that they own a certain amount of power to make their own decisions and also they own the process and the outcomes. Professor Kim believes that empowerment does not mean that people can do anything they want, and it does not mean that government officials must listen to the public and follow their orders without any evaluation. He also believes that if a process puts too much weight only on empowerment, and focuses only on right and power of the people, then the right answer to the problem is missed and the problem remains unsolved.

The issue on the government procedures and institutions that will motivate citizens to come forward and be part of government decision-making stemmed down to participation for Professor Kim. Compared to Professor Jwa's response on economic discrimination, Professor Kim thought that having citizens experience the benefits for themselves in partaking in real projects or pilot projects or even simulation exercises would be the best way to motivate citizens to come forward.

The contrasting views and opinions from these two individuals on foreign aid and assistance given to countries made me more aware of the real disparities which exist in the Professors' responses. Contrary to Professor Jwa's response of countries should get as much foreign aid as possible, and with this aid economic discrimination should be applied, Professor Kim perception on this issue is that foreign aid is not a simple issue to judge. He believed that the more important thing is how to use the aid and that too much aid for a long time may not be

good for a country where people should stand for themselves. Hence, there should be a gradual reduction of the amount of aid being received.

Both professors made reference to Amartya Sen, but again, shared different opinions. While Professor Jwa disagreed with Mr. Sen's idea in his book "Development As Freedom", Professor Kim is in total agreement with Mr. Sen's idea. He positioned his agreement to his stance on participatory governance alleviating poverty. He regarded Mr. Sen's argument on democracy and freedom, and how these two factors can prevent serious catastrophes such as massive famine. The logic he said is that people who sense the risk of famine will put pressure on the government to do something. His response to alleviating poverty is to first figure out what the sources of poverty are, and why government projects fail to produce expected outcomes. Professor Kim argued that most decision-makers do not know how to implement policies, and how to allocate resources, or these decision-makers may be corrupted, hence, participation if the public or other stakeholders are involved in decision-making, then they can alleviate problems of poverty. The issue on corruption Professor Kim added is one of the main reasons for citizens distrusting in their government. Another reason he stated was that leaders lie to citizens, change their words, and hide important information. They also are not able to produce good outcomes. His view on government is that they are critical actors in the implementation of policies. He sees their support as being needed throughout the development process. Hence, Professor Kim indicated that the support government can give in the implementation of community projects is to be a facilitator to help citizens achieve various tasks. The governments also provide relevant information and technical knowledge to citizens during deliberation of complex issues. Professor Kim used the SU in Korea as a very good example where government provided support. He stated that the government played a pivotal role in motivating people to achieve incredible

development projects of their own. Professor Kim thinks that having people participate more actively in the development process can and will solve problems which exist between the government and citizens when it boils down to support.

Though Professor Kim thinks that there is no one-size fits all format for participation in developing countries, modifying or adjusting to the countries' cultural, social and economic situations he suggest can help in greater development occurring. For that reason, he proposed that one can select the best form of citizens' participation, by considering common features of good and genuine participation process that may apply to every country. He added that the first feature should be bottom-up, where citizens are mobilized with a good will to participate and actually contribute to the project in some ways. The second feature he indicated is that within the process, appropriate deliberation should exist rather than positional bargaining. The third feature Professor Kim mentioned is that participation should generate a model case in which participants reap tangible benefits from their projects so that their participation could be sustained. In addition he warned that persons should beware of the pseudo participatory projects. These projects he said are nominal and window-dressing mechanisms that may be utilized by politicians who want to show something symbolic to their citizens or outside world, as there may be a hidden agenda to do something out of these pseudo projects.

The final question stemmed from my readings on the SU movement, and how leaders were selected. Therefore, I asked Professor Kim, whether he thinks government should do the selection of leaders for citizens' participation projects or the citizens themselves. Professor Kim's response was one which needs no clarification, as he sought to outline the issues of leaders being selected by government. He stated that ideally citizens should select their leaders themselves, as he thinks that without self-selection, there are always problems of

representativeness. He stressed on the issue of people not acknowledging leaders as legitimate when they are purely selected by the government without any consultation. He suggests that government should ask the community to select their own leaders and give them enough time to do so. Also, he stated that government's contribution should be to explain the responsibility and rights of the leaders clearly in advance, and suggest some guidelines or criteria or procedures to do such.

The third interview was done with Mr. Clive Hippolyte, Deputy Project Manager of the Saint Lucia Social Development Fund (SSDF). As like Professor Kim Dong-Young, the mode taken to conduct the interview with Mr. Hippolyte was similar, restricting me from any chances for probing.

The SSDF is an independent entity under the umbrella of the Ministry of Social Transformation in Saint Lucia. This entity's aim is to reach the disadvantaged people and communities to help in administering the basic necessities with regards to infrastructure, technical vocational training, capacity building, social assistance services, provision of utilities and sanitation systems, in an effective and efficient manner. SSDF has been in existence from the year 2008, and its mission is "to provide services that will facilitate the highest social and economical well-being of disadvantaged citizens and marginalized communities, through beneficiary involvement, the efficient use of resources, fostering social integration, towards social cohesion and national prosperity."⁵⁸

Interviewing an official from SSDF assisted my research by finding the position taken by of the government of Saint Lucia on having citizens contribute in the decision-making process, which determines the provision of their own basic necessities, and what support the government has given for reaching desired outcomes and results on a community level. Though I had read up

on the SSDF website to get myself acquainted with the workings of the institution, and its goals and objectives before planning on interviewing an official from that institution, I sought out from the deputy project manager further clarification on the vision and mission of the institution, to ascertain whether the SSDF did keep to its mandate as had been described on the Fund's homepage. The deputy project manager summed up the mission of the SSDF into three main points being, i) to target poverty reduction according to the Millennium goals of the region and the world; ii) to reduce poverty through project activities; infrastructural, personal development programs employability; and iii) to target the poor and vulnerable and other youth at risk. When asked whether citizens play any role with regards to how monies should be spent in communities or what sort of projects should be implemented, Mr. Hippolyte made it clear that some projects within SSDF require that level of beneficiary participation, whereas some do not. He further stated that some of these projects are demand driven by beneficiary communities, some by various government agencies and politicians. He informed me that citizens participate through project identification stage and any participation process throughout the cycle of the project being implemented in their communities. The deputy project manager stated that there is direct participation of citizens during the aforementioned stages, and they are the ones involved in the projects from the standpoint of deciding, demand and implementation, be it infrastructural or community-based.

Mr. Hippolyte pointed out that when it comes to ownership of land, there is usually resistance from citizens, which at times makes it difficult for a project to move forward. These people who are reluctant to accept any changes within their communities, Mr. Hippolyte stated, are the ones who benefit most of the time from any project taken on a community level.

As my research was encompassed the participation and empowerment of citizens and its connectivity to development, I sought the views and opinions of all three interviewees on empowering of citizens leading to destruction within the development process. Compared to the responses of Professor Jwa and Professor Kim, Mr. Hippolyte is of the opinion that empowerment of citizens can be destructive, but not in a major way. He further stated that if this happens it can be mitigated.

Saint Lucia is continuously receiving assistance from many developed countries, both on a financial and human resource level. My stance on this issue is that accepting assistance from foreign countries comes with several conditions, which may be detrimental to the development and economic growth of the country. Hence, I sought the views of Mr. Hippolyte on this issue, as SSDF is an entity which thrives on the aid given to the government of Saint Lucia by foreign countries. Mr. Hippolyte's view on this issue is that foreign aid is very much needed and beneficial to Saint Lucia, as Saint Lucia is a small island state with a weak economy. He linked this response to the question on the improvements on SSDF since its inception, by pointing out that there have been improvements, but due to the limited external funding, which boils down to the foreign aid issue, the work of the SSDF under some programs are not done in a measured way in order to monitor and evaluate the impact of these programs. SSDF has endeavoured to streamline its services to as many communities as possible. Therefore, as I needed to get a clear indication on the communities most targeted in receiving assistance from SSDF, I requested such information from Mr. Hippolyte. He indicated that most communities are targeted nationally, by virtue of the different types of programs. These programs he stated may also target communities that are deemed most vulnerable or poor based on the country poverty assessments. Mr. Hippolyte pointed out that SSDF's projects aid development in many ways in these targeted

communities, such as by the improvement of basic infrastructure, production and income generation infrastructure, and also through skills training, with a view on enhancing employability and entrepreneurship. He further stated that all these areas do impact on the lives of the people in the community, and as long the people put the skills and tools acquired to good use, they will keep reaping rewards.

As I had indicated earlier in this chapter, there is no updated information on the level of poverty in Saint Lucia, and in conjunction to Mr. Hippolyte's mention of the country poverty assessment, I forwarded an email to him requesting more current data on poverty in the country. This proved to be futile, as Mr. Hippolyte could not have furnished me with such information.

Every organization or institution does encounter some setbacks upon delivery of their services. SSDF was no exception to this, as Mr. Hippolyte highlighted that there are several possible deficiencies within the organization. Such deficiencies he stated as slowing down the progress and objectives of SSDF. One of the main deficiencies he cited was that of monitoring and evaluation. Mr. Hippolyte informed me that the monitoring and evaluation framework needs to be enhanced, which would help in the structuring the work of SSDF to better be able to report on the impact of work done in various communities. He further stated that the SSDF objectives need to be aligned with the poverty reduction strategies of the country, and there is the need for the synchronization with work of government, specifically other practitioners in community development, namely Youth & Sports, Social Transformation, Human Services, which will help in avoiding 'consultation fatigue' and disenchantment in the communities, and persons in positions not following up and programs not bearing fruit. The final point made by Mr. Hippolyte on that issue is absence of baseline information on programs. This he said prolongs

work which has to be undertaken in communities, and at times, funding may be shifted to something other than what it was actually planned for.

4.4 **Observations**

4.4.1 **Participant Observation**

Saemaul Undong Central Training Institute (SUCTI) conducts training programs for international students studying in South Korea at least two to three times a year. SUCTI aims at sharing the experiences of the Korean people with other countries in the hope of helping these countries overcome poverty. In light of this, I attended one of these training programs on September 27 to 28, 2013, in order to ascertain from participants and implementers the successes their countries have recorded thus far. I thought that acquiring such information would help in developing some key policies and recommendations which can help my country, Saint Lucia, to reap the benefits of development.

As stated in chapter three, 245 participants underwent this training program. Participants were placed in six groups, as part of the training program was a group discussion between participants. The groups were selected with regards to the similarity of countries. Each group was further broken down into smaller groups to allow for every member to contribute to discussions. It was ensured that the groups had diversity, as the facilitators of the training needed persons to share their own country's status, and members to learn from each other. I was placed in group six, which consisted of four small groups. I was grouped with twelve persons from the countries of Spain, Mexico, Yemen, Guatemala, Haiti, and Uzbekistan. Upon introducing myself to members, I informed them of my purpose in attending the training. Persons were very keen on giving information on the current situation in their countries, but were

not too certain what was actually required of them from the organizers of the training, and also some group members were not too familiar with the SMU movement. As a result, the member from Uzbekistan took the honor of briefing members on the SMU and development of South Korea, as he had been educated about the SMU movement during his past three years studying in South Korea.

It was enriching to learn on issues hindering development in some countries, and how best the practices of the SMU would help in alleviating such problems. Participants from Mexico indicated that development is at a standstill for them as their government sees it felicitous to consider their own interest and benefits before that of their people. They further stated that the Korean measures and policies would not work in their country because persons depend too much on the government and expect things to be handed freely to them.

The participant from Spain however spoke of his country as being one of the developed countries, and suggested to participants that if they try replicating Korean policies, they will not reap success. He further stated that all countries are different, and what might work for one country, would not work for another. To add to Spain's contribution, one of Yemen's participants made it clear to persons that corruption plays a big role in where a country fits itself on the map. He made reference to the transparency index of 2012 which ranks Yemen as 156 out of 177 countries. Further, he stated that with this high level of corruption, his country is doomed.

Haiti shared similar views with Yemen, and stated that persons who are partaking in this training session should be the ones to help better their country's development status by sharing what we have learnt through the sessions with our government leaders, and help in the proper implementation of the most appropriate policies. He made reference to his new president's

venture on trying to acquire assistance from donor countries, but due to the level of corruption which surfaced during the former president's stint, foreign countries are reluctant on giving Haiti assistance. Group members agreed to the member from Haiti's contribution, and jotted down measures that can be taken to help in the development of their countries with the inclusion of the SMU movement. Some of the measures mentioned were, firstly, studying the SMU thoroughly by government officials in order to sensitize the public on the best practices that can be followed; secondly, prioritizing of measures, selecting the most pressing and important which would reap the greatest benefits or produces the greatest outcome; thirdly, look at the measures which were prioritized and try to revise or customize them to suit which ever country it is being implemented in; and fourthly, ensure that the citizens of the country accepts the measures or policies, and are given the opportunity to give their input on these measures and policies before the actual implementation.

The night of the 27th ended with the small groups sharing their outcomes from their discussion with members from the other smaller groups. From there, a group was chosen to as the lead group to present to all 245 participants together with facilitators and organizers of the training sessions. My group was chosen from group six as the group to present on the morning of September 28th, 2013.

The six different presentations on the 28th September, shared common notes. During my note-taking, it was apparent that the majority of the groups were of the opinion that citizens' participation plays a big role in implementing measures and policies in communities or countries. The groups reinforced that citizens are the ones measures are put in place for, hence, they should be the ones with the majority input. Two groups pointed out the three key questions that they think should be asked before implementing any policies. These are, what should be implemented;

when should it be implemented; and most importantly, how should it be implemented? The concluding remarks by the president of the SUCTI, at the closing of the training, increased participants' eagerness and enthusiasm to wanting to contribute to their countries' economic growth and positive change.

4.4.2 Report on Case Studies

The first case study examined was that of Participatory Budgeting which was done in Porto Alegre in Brazil. This case study was prepared by the Participation and Civil Engagement team of the World Bank.

A thorough review of the above case study was done, ensuring that both the limitations and benefits were given due consideration. This case study encompasses the topic on participatory governance, and examines the public decision-making processes in Brazil. According to the World Bank, the Brazilian experience of Participatory Budgeting was “nominated by the 1996 UN Summit on Human Settlements Istanbul as an exemplary urban innovation.”⁵⁹ **Table 4** outlines the key findings of the case study of Porto Alegre's before and after the participatory budgeting policy.

Case study Porto Alegre: Participatory Budgeting	
Year(s)	Features
Before Participatory Budgeting	
1964-1985	Dictatorship
	Unequality among citizens
	High level of poverty
	No citizens' participation
	No support from government leaders
	Low level of education
	Lack of drinkable water
	Lack of sewage facilities
	Unpaved roads
	Technicians and government decide on the collection of taxes and public money spending
	High level of bureaucratic barriers
	High level of corruption

	Repression of civil organizations and party competition
	De-industrialization
	Indebtedness
	Poor revenue base
After Participatory Budgeting	
1985-onwards	Democratic
	Multiparty politics
	Accountability and transparency
	Equality among citizens
	Increase in standard of living of citizens
	Increased household incomes
	Supportive government
	Citizens decide on the collection of taxes and public money spending
	1989-1996
	<ul style="list-style-type: none"> - Households with access to water services increased from 80% to 98% - Percentage of the population served by the municipal sewage system increased from 46% to 85% - Children enrolled in public schools doubled - 30 kilometers of roads were paved - Revenue increased by nearly 50%
	Decreases in corruption

Table 4: Findings of the case study of Porto Alegre – Participatory Budgeting

*Source: Social Development Notes: Environmentally and Socially Sustainable Development Network, "Case Study 2 – Porto Alegre, Brazil: Participatory Approaches in Budgeting and Public Expenditure Management"*⁶⁰

The second case study examined was the Saemaul Undong (New Village Movement) which took place in the early 1960s in South Korea. This case study was taken from Professor Kim Dong-Young's the Lecture 10 of the Participatory Governance in Public Decision-making course of Spring 2013, at the KDI School of Public Policy and Management.

The SMU initiative was adopted by the authoritarian leader, President Park Chung-Hee, in order to help in the economic development and growth of South Korea. After the liberalization of South Korea from Japan, the country was left in a deplorable state, with many persons living in very poor conditions. The income disparity between the urban and rural areas was noticeable by a great margin. Consequently, the living standards of the Korean people needed to be given immense attention. The implementation of the SMU brought an abundance

of successes to South Korea. One particular aspect of the SMU was the Rural Saemaul Undong (RSMU), which focused on redeveloping the rural areas of South Korea, giving the people the opportunity to improve their own surroundings and environments, and alleviate their poverty stricken status, by increasing their household incomes. **Table 5** outlines the key findings from Professor Kim’s lecture, before and after the implementation of SMU, and **Figure 7** and **Figure 8** illustrate the illiteracy rates and income disparity amongst citizens in South Korea before and after the SMU.

Case study: Saemaul Undong (New Village Movement) in South Korea		
CATEGORY	BEFORE	AFTER
Per capita GDP	\$87 (162: 101st)	\$5,468 (1980)
Life expectancy	55 yrs (1962)	72 yrs (1992)
Infant mortality (per 1000 births)	138 (1962)	8.5 (1992)
Parasite infection rate	77% (1969)	4% (1985)
Distribution for new rice variety	16% (1972)	55% (1977)
Rice production (per hectare)	3.34 Tons (1972)	4.94 Tons (1977)
Electrification of rural areas	20% (1970)	98% (1977)
Rural annual income	\$824 (1970)	\$2,961 (1977)
Telephone in rural areas	3 per 100 families (1976)	95% (1980)
OTHER DEVELOPMENTS		
Paved access roads and agricultural roads in rural towns <ul style="list-style-type: none"> • 43,631km (1971-1978) Paved in-roads in rural towns <ul style="list-style-type: none"> • 42,220km (1971-1978); 13 meters per family Bridge construction <ul style="list-style-type: none"> • 65,000 (1971-1975); 2 per town Increase government support Self-reliance and ownership; Increased social capital Active participation of citizens		

Table 5: Findings from the Lecture 10 - Participatory Governance in Public Decision-making

Source: Professor Kim Dong-Young, Lecture 10, Participatory Governance in Public Decision-making, KDI School of Public Policy and Management, South Korea (March 2013)

Figures 7 and Figure 8 illustrate the benefits of the implementation of the Saemaul Undong in South Korea

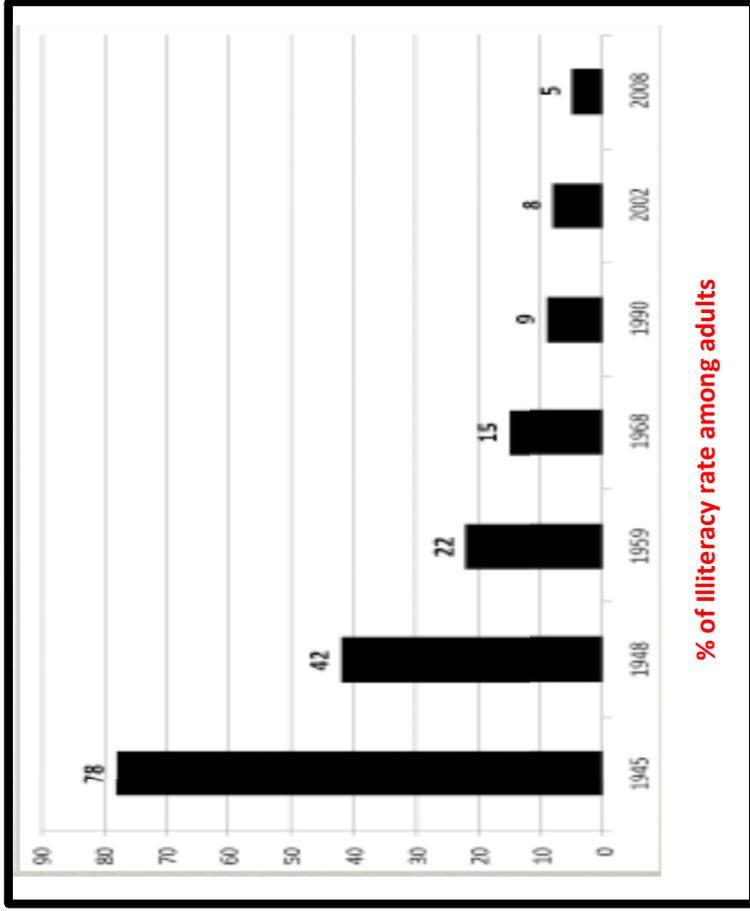


Figure 7: Adult illiteracy rate before and after SMU

Source: Professor Kim Dong-Young, Lecture 10, Participatory Governance in Public Decision-making, KDI School of Public Policy and Management, South Korea (March 2013)

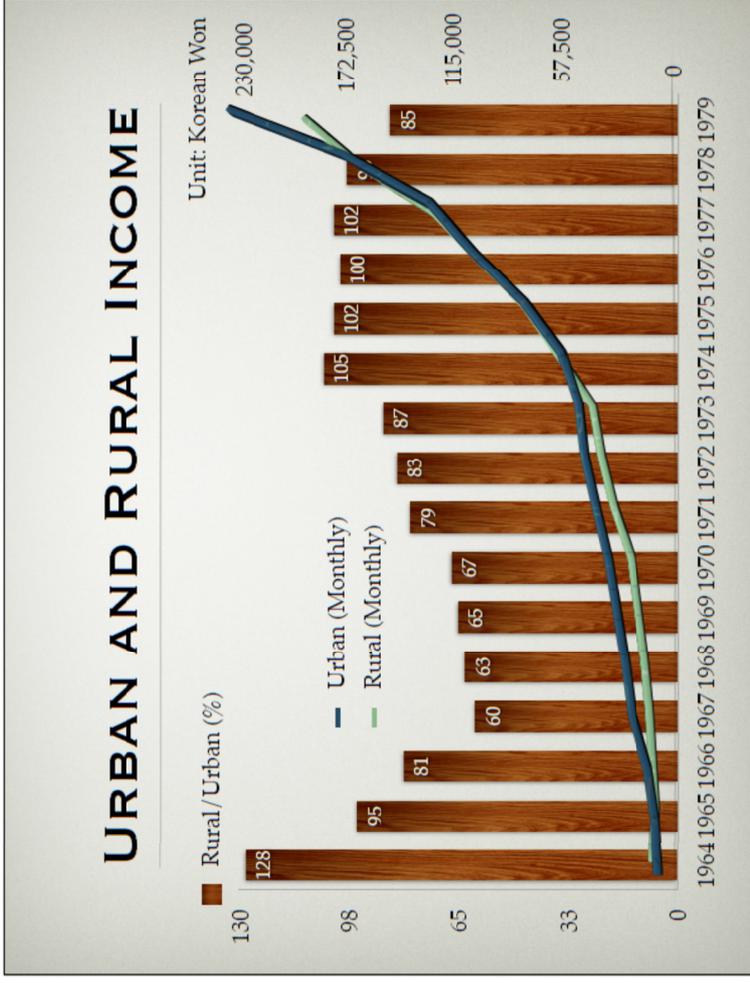


Figure 8: Income Disparity between urban and rural areas before and after SMU

CHAPTER FIVE – ANALYSIS OF FINDINGS/RESULTS

Saint Lucia has grown economically throughout the past few years. However, this has still not enabled individuals to gain the real benefits and rewards that the country has to offer. Many citizens have claimed that there still is a pronounced disparity among the urban and rural areas, as much development is being focused on the urban towns and villages.

The World Bank indicators encompasses a plethora of data on countries, however, some governments are reluctant on sharing information on the economic status of their countries. The rates of poverty and income inequalities are just a two examples of such information. Some countries on the other hand are quite meticulous on letting their countries' information known to all. Saint Lucia falls in the bracket of reluctance, attempting to cause hindrances to my analysis of the results. However, by using the information available from the documentations, it is apparent that the most recent information with reference to the poverty level in Saint Lucia is from the years 2005/06, making it difficult to evaluate the economic status of the citizens in Saint Lucia. Other data which would help in determining the level of the standard of living of citizens of the country was also not available to the public's eye. Notwithstanding this, examining the data of the year of 1995 compared to that of 2005/06, it can be deduced that the country has improved on an economical standpoint. Hence, in determining the poverty level to date, with the increase in population, and GDP rate of 2012, I am of the opinion that the country's rate of poverty has somewhat been improved, but not by a great margin.

The governance of Saint Lucia is one which should be flaunted to other small developed countries, because it has been seen by the World Bank as being highly rated. From the six dimensions of the World Bank governance indicators (WGI), the only indicator which needs to be given much attention by the country's leaders is the rule of law, as it is seen that throughout

the years 2009 to 2012 there have been decreases in scores. Having citizens abide by the country's rules and regulations is a constant echo by the justice system of Saint Lucia. Nonetheless, it is still above the 50% average which indicates that a country is on the right path and it has a good governance assessment. Saint Lucia's governance is said to be quite stable, though some may think that the scores of the six dimensions may be subject to margins of error. The level of corruption for instance in Saint Lucia to-date has not been a concern of the government, as the accountability and transparency level of the country is very much intact. If one examines the ranking of Saint Lucia in the Transparency International (TI), they will notice that Saint Lucia is ranked at 22 out of 177 countries in the corruption perception index (CPI) 2013, with a score of 71⁶¹. The aforementioned score indicates that Saint Lucia's public sector can be classified as being very clean. This leaves Saint Lucia in a very secure position with countries such as The Bahamas, Chile and France. Since the aim of this paper is to consider citizens' participation and how it can impact on the development of the country, it is fair to make mention of the voice and accountability dimension, which gives a clear indication of the liberalism of citizens, and that there is no despotism being exercised in Saint Lucia. Hence, individuals' rights are respected by the government, as they are the ones who selected their country leaders, and so they are the ones who can make and break these leaders. As such, there should be no issue in getting citizens to participate in the country's decision-making process.

The level of interest shown in the survey by the KDI students made me conclude that persons are very much supportive of the idea of citizens' being involved in the domestic affairs of a country. The vast majority of students who aided in the completion of the survey are from countries with very high populations. These students are very much aware of the arguments and issues surrounding citizens' participation and engagement in their countries.

Though most countries are leaning towards being democratic, the governments' support to citizens is at a minimal, as most citizens presume that the leaders are there for their own benefit, and personal gains, hence this may explain why citizens' trust in government is at a downfall. Individuals are pleading with their government leaders to play a more supportive role in their affairs, and allow them to be more involved in their countries' decision-making policies and procedures. If such is done the country will develop at a faster pace, and citizens will be happier with the level of economic stability which may present itself. As most participation is on a voluntary basis, there should be no hesitation from citizens to partake in bettering their country's development, if asked by their leaders. Countries' leaders need to realize that citizens are yearning to be more directly involved in their countries' decisions, and not just being informed or consulted on decisions or policies to be put into action. In so doing persons feel more responsible and accountable for the policies and decisions being implemented, thus increasing the level of ownership and empowerment among citizens.

Many benefits can be derived from citizens' involvement in their countries' affairs, for example knowledge sharing between citizens and government, building trust not just between citizens and government, but among citizens themselves which relates to a social capital atmosphere, collaboration among citizens and an increase in tangible outcomes which leads to a better standard of living for citizens. These are just a few of the advantages which comes with citizens' participation and engagement in policies and decision-making of their countries. Educating and sensitizing citizens as to what measures will be taken by government, and allowing their input, helps in decreasing the level of resistance and reluctance of citizens. Though some may consider involving citizens may be costly or prolongs processes, or even take away the power from government, others see it as contributing to the reduction of corruption and

increasing the social development of countries. The positive side of citizen participation can only be possible if the government leaders approach the issue at hand with the right mechanisms in place. If this is not done, citizens' participation can be a messy and counterproductive.

Having different perspectives by the interviewees of how countries can allow for development was quite evident in chapter four. One such perspective is that of economic discrimination. This panacea to increasing development was mentioned throughout one of the interviews. Implementing such a measure comes with advantages and disadvantages. Some may view it as eliminating the circumstances of free-riders in a country, and rewarding or giving only to those who show an interest or work towards the betterment of their community or country. Whereas, others may view it as being bias or opening the doors for nepotism, as government leaders may ensure that only friends and family enjoy the outcomes which may be derived from any form of development. Another perspective which is a counterargument of economic discrimination by the interviewees is having a more egalitarian point of view. Giving equally to all citizens is said to be the best way for citizens to participate in any decisions which would lead to an increase standard of living of persons. But how can one determine increasing standard of living? Or where is it evident that a country has developed in a positive way? The answer to such questions is looking towards increasing incomes of households of citizens, or even by considering the GDP and GNP of a country. In this way, one is able to determine whether the country is faltering or enduring real benefits. A rebuttal to this is from economists such as Joseph Stiglitz, Amartya Sen and Jean-Paul Fitoussi in their paper in which they stated that GDP can be viewed as being the "most widely used measure of economic activity."⁶² These economists brought some recommendations to the table measuring GDP with regards to, market production, income distribution and measuring the living standards of individuals. These

recommendations are listed in **Table6** below⁶³. Stiglitz et al posit that merging market production and the economic well-being of citizens can give conflicting views of how affluent citizens may be, and this thus leads to incorrect policy decisions being implemented by the government.⁶⁴

Number	Recommendation
1	Look at income and consumption rather than production
2	Consider income and consumption jointly with wealth
3	Emphasize the household perspective
4	Give more prominence to the distribution of income, consumption and wealth
5	Broaden income measures to non-market activities

Table 6: List of recommendations by Stiglitz et al.

Source: The Report by the Commission on the Measurement of Economic Performance and Social Progress.

If a country's economic status is increased by any means necessary, this may have a positive impact on the citizens' standard of living, as a lucrative economy means development is placed on the front burner of the decision-making policies by the countries' government. Increases in income are brought about by a flourishing economy.

The embossment of poverty is not easy to erase or rub out. Many countries are looking for means and ways to come out of such a painful circumstance. Some think that receiving foreign aid may help, whereas others think that with accepting foreign aid comes conditions which may be difficult to abide to. Also people's objection to foreign aid may be due to the fact that it does not reach persons who most need it. Countries can accept foreign aid, but to an extent which will be beneficial to all persons, and not just a selective few. As the saying goes '*the rich are getting richer, and the poor are getting poorer.*' There is no cure for eliminating poverty, but if one considers alleviating or reducing poverty, then putting the right measures in place would allow for such alleviation. Poverty is not an illness; it is just an unfortunate

condition that persons endure due to the lack of the basic necessities or resources. With the help and support from government, and most importantly by helping themselves, the chains of poverty can be broken. Persons' dependence on their government does not allow for them being responsible for self-provision. Lena Nordstrom, Swedish ambassador to Zambia, in her speech to Zambians in the Post Newspapers Zambia in June 2013, share my views on how persons should try to come out of poverty. Nordstrom's focus was mainly on foreign aid and the dependency of the Zambian people on aid. She stated that "as much as no country in this world can solve all its problems by itself, we should focus much more on self-reliance. We should hope for foreign assistance, but we shouldn't be dependent on it; we need to depend on our own efforts, on the creative power of our people."⁶⁵The dependency syndrome is what many of our small developing countries are suffering from presently. Persons need to focus on using the resources that are available to them in their country in order to help create prosperous economic atmosphere, and be less reliant on the foreign aid. It is admitted that foreign aid is beneficial in ways such as, knowledge sharing and educating; it helps develop a country's resources (natural and human); and it helps persons create a more conducive economic environment. All these can be done if the aid is used in the correct manner and the right policies are developed and implemented.

Citizens direct involvement in the proper use of foreign aid serves as a pillar of hope and success, as the aid is there to help them alleviate the problem of poverty that they are faced. Citizens know what is required and needed in order for them to break free from all poverty chains and clutches. Hence, governments should put in the right measures and techniques which would encourage citizens to be willing to assist and partake in any form of development of their country. Scholars of participatory governance have argued that involving citizens in the

development process of a country takes away the power from the leaders. If citizens are guided and supported in the right way, then allowing them to acquire ownership and empowerment would not be cataclysmic. Citizens don't want to be consulted or informed of the undertakings of their government, but they want to have a say as to what should be done, and in some cases, they want to be the ones to do it. They are the ones in the position of receiving such benefits or disadvantages of policies. This is the step that the government of Saint Lucia is directed towards presently.

With the establishment of the SSDF and other small organizations, the government of Saint Lucia is trying to alleviate the increases in poverty especially in the rural areas. But persons' skepticism in the government makes that difficult to happen. The citizens of Saint Lucia see the government leaders as playing a political game with their economic instability, as promises are continuously made to them, with no results. SSDF has implemented a number of small projects that has brought some positive outcomes to the people. But with every new initiative come deficiencies and hurdles which need to be overcome. With SSDF the need for financing poses a grave problem, as some programs or projects are not finalized due to the lack of funding. This also makes it impossible for any monitoring and evaluation procedures to be done to the fullest. Another key problem is the need for collaboration of SSDF functions to that of other organizations or Ministries which may be performing similar functions. Duplication can be avoided, with funding being directed at tailoring for other more pressing and important ventures or projects. Bearing in mind that the aim is to bring a better standard of living to the people by helping reduce the poverty level, SSDF as well as the government of Saint Lucia should always ensure that the people are involved in the development process. From the findings, it can be noted that peoples' responsiveness to the measures taken by SSDF is one of acceptance.

Persons' resistance to projects of SSDF normally comes with the issue ownership of property. As most persons in the rural areas use their land for farming they are reluctant on selling to government to use for community development. They are fearful that the little income they make from their farming will be halted.

The Saemaul Undong (SMU) is one of many successful projects that have been undertaken in the world. Due to its success, its experiences and practices is being shared to other countries. The annual training given to foreigners by the SUCTI, aims at helping countries developed their capabilities and help in them in cultivating the right policies and measures to help in alleviate their poverty problems. Attending the training exercise enabled me to get a more realistic picture and understanding of the real benefits of the SMU movement in South Korea. From the number of trainees who attended the SMU training on September 27th and 28th, 2013, it shows how enthusiastic persons are in learning the experiences of Korea and how the country revived a dying economy. The views and ideas of trainees during the discussions were thought-provoking. Their suggestions of how countries can implement the practices of the SMU to reap the maximum benefits assisted in the analysis and comparisons of countries' practices and what countries' leaders could have done better to harvest positive outcomes. The trainees saw corruption as playing a key role in the hindrances of development in their countries. They believe that if citizens' participate directly in their countries development processes, this would help in reducing the corruption level, as individuals' involvement presents a more transparent and accountable system. Implementing such a project in Saint Lucia would yield benefits substantially. However, due to the size of the country compared to South Korea, consideration would need to be given to what policies need to realized, and how they should be implemented. As the saying goes "one size does not fit all", and Saint Lucia being such a small country,

implementing the same policies of South Korea, would be detrimental to the economic development of Saint Lucia.

The above thoughts of the trainees of the SMU training are apparent and evident by the case studies presented in chapter four. With the Participatory Budgeting case study of Porto Alegre, Brazil it can be seen that after the country transformed from being led by a dictatorship regime to a democracy regime there were positive changes. Citizens were able to participate in the budgetary decisions of the country, giving their input as to where allocations should be made with regards to education, sanitary facilities, infrastructure etc. Citizens' involvement in Porto Alegre led to a better standard of living of citizens, by increases incomes, and the elimination of inequality among citizens. It also brought with it a decrease in corruption, as transparency and accountability was introduced and demonstrated. Government leaders were more supportive and trustworthy, creating a more collaborative environment among government and citizens. Persons were able to share their ideas and suggestions with assurance that they will be given attention. Persons felt empowered by this new initiative implemented by their new government.

The case study of South Korea, SMU showed similar successes to that of Porto Alegre. The difference however is that unlike Porto Alegre which had a democratic government, the leader of South Korea was authoritative. The leader took a more economic discrimination standpoint, as he saw to it that only persons who are willing to help themselves would be rewarded. The SMU at first was more on a competitive manner. President Park Chung-Hee ensured that all villages at first were given the same resources to help themselves. One of the many outcomes of this initiative was the income equality which was created between the urban and rural areas. Another outcome was that of the decreases in illiteracy rate of the adults' population in the rural areas. Before the SMU initiative, most of the young literate citizens in the

rural areas migrated to the urban areas for a better life. With the success that came with the SMU the young citizens did not see the need to migrate, as the rural and urban areas were equal in many ways. From the findings in chapter four, it is obvious that South Korea shows immense increases in every aspect of their economic status. The government gave the citizens a boost to begin development by giving them the necessary resources, and the citizens saw to it that development was possible. They built a better country for themselves in a short period of time. After the ordeal they suffered from captivity by the Japanese rule embracing a positive economic environment was one which can never be forgotten by the Korean people. As a result, they are able to share their miracle story with countries which are looking for ways out of the slumbers of poverty, through “the spirit of self-help.”⁶⁶

CHAPTER SIX – CONCLUSION

The aim of this thesis paper is to show that there exist a causal relationship between a country's citizens' involvement in development, drawing on the hypothesis that citizens' empowerment and participation can lead to a country's development. A number of research literature on the topic of citizens' participation as well as a detailed research was conducted via a survey, interviews and observations, to draw to a reasonable conclusion.

Participatory governance should be where countries should be headed in 21st century, as citizens see the need for them to be involved in the processes of their countries. Participatory governance employs citizens in implementing and developing policies that helps in resolving problems that impact on their lives and economic environment. For an effective participation to occur, a country must have a good governance status.

Ensuring that there exists good governance in a country is a plus for the engagement of citizens in their countries affairs. Good governance aims at enabling economic development in a country. The tremendous deterrent of good governance and development has hindered and stifled the progression of some countries. One such country is Haiti. Haiti's legacy of poor governance and unabated systematic corruption has led to its downfall with regards to receiving foreign aid to assist in the alleviation of poverty. Addressing the unethical leadership and ineffective management is a first-order challenge for Haiti, in order to sustain a successful developed economy.

Saint Lucia thus far is in the arena of good governance, with a high level of transparency and accountability. Yet, some individuals are still skeptical to trust the government, as promises are still not met by the government. Building a more trustworthy atmosphere by putting aside

the political discord and decision-making on political influences, should be the objective of the government leaders if they need the people to have confidence in them. When this is done, citizens will be more amenable in getting involved in the countries affairs, as long as it comes with benefits. The right support and guidance from the government should allow for citizens' involvement. When persons are involved in decision-making they gain a sense of empowerment and ownership. An example of such a project which was implemented in a rural community in Saint Lucia was the Computer Access Centre (CAC). This project encompassed the direct involvement of residents of the community from its inception to the completion stage. Owing to the many successes which this project contributed to the community, community members have shown utmost accountability for this project and have accepted total responsibility for the maintenance of the CAC with regards to ensuring the facilities are kept tidy, the equipment is used in the proper manner and is not vandalized, and every community member interested in the use of the CAC is given the opportunity, as long as the right procedures and measures are met.

As Saint Lucia has made vast strides and improvements in the upgrading of its human resources, leaning towards the use of these resources instead of that of donor countries, and adopting policies and measures of these local human resources especially in the area of knowledge sharing among citizens, there is no doubt Saint Lucia will reap maximum outcomes with regards to development.

Scholars consider a democratic government as being the best type of government to represent participatory governance. Democracy comes with many pros, as it permits people freedom and makes allowances for more transparent policies to be implemented, and allows for equality among people. Though in the case study of the Saemaul Undong it is notable that the Korean economy gained its success under an authoritative leader, it should be understood that

the SMU did not begin as a voluntary venture, and as indicated in previous chapters, the initiative took the approach of economic discrimination. South Korea to date has embraced a democratic regime, and the SMU is still being practiced not only in South Korea but in other countries which wish to bring free from the chains of poverty, and a poor economic status.

Positive changes in development in a country are apparent when individuals' standard of living has increased. As stated in earlier chapters the GDP and GNP of a country is the most widely used factors or indicators which can determine whether a country is on the right path to development.

The abundance of data has shown the positive results of what citizens' participation is able to contribute to the economy. Increasing people's standard of living, enabling collaboration between the government officials and the citizens, creating a social capital, sharing of knowledge, encouraging empowerment and ownership, and many other more benefits are derived from citizens' participation in the development processes of countries. With a supportive government, which is trustworthy and live up to its promises, a country's citizens will show interest in helping in the development process.

From findings of the research conducted and the plethora of data present in this paper it is evident that my hypothesis stated in chapter one, that citizens' participation does lead to development, which thus reduces the income inequality among citizens, is proven to be accurate. Therefore, if the government of Saint Lucia takes a leap as South Korea did in order to boost their economic status, and customize the policies and measures of South Korea to adapt to the Saint Lucian economy, there will be no doubt that development will be successful.

APPENDICES

APPENDIX I – THESIS RESEARCH PLAN

Research Plan

Submit to: Major Professor of POS committee and Academic Affairs Division

Program: Master of Public Policy (MPP)

Student ID: 201312089

Student Name: Althea Carmelita Emmanuel

Option: **Thesis** **Supervised Research Project**
 Capstone **Experiential Learning Project (GMP only)**

Title of the Project: Heading Towards Participatory Governance: Say Yes to Citizen Engagement

1. Timeline

* Please set your schedule your paper writing and submission plan.

Date	Activities
July 8 – July 25, 2013	Chapter One – Introduction
July 15 – August 7, 2013	Chapter Two – Literature Review
August 15 - 25, 2013	Preparation of Questionnaires Piloting of Questionnaires Revision of Questionnaires
September 4 – 6, 2013	Interviews
September 10 - 15, 2013	Distribution of Questionnaires to Students
October 1 – 29, 2013	Chapter Three – Research Methods
November 28, 2013	Submission of First Draft to POS Committee for Feedback
December 20, 2013 – January 6, 2014	Chapter Four – Results/Findings
January 9, 2014	Chapter Five – Analysis of Results/Finding

January 28 –February 15, 2014	Chapter Six – Conclusion & Recommendations
February 24, 2014	Submission to POS Committee for Feedback

2. Purpose of the Study

Countries continuously struggle to reap the rewards that are followed by increases in development. Many of these countries have fallen prey to lopsided development, owing to economic pressures coupled with social reform challenges which governments fail to address. If countries tackle the issue of development as an inevitable phenomenon, the manifestation of increasing social performances will bring never-ending benefits.

The government of Saint Lucia has focused all efforts on the practice of good governance. As a result, in its drive to encourage citizens to contribute to the country's development on a social and economic level has continuously stressed citizens' participation through engagement in community projects. One such successful project was a Community Access Centre (CAC). Notwithstanding the project's success, government lacks interest in continuing this drive. The reason for this is that many government leaders argue that the engagement of citizens in the country's development may result in prolonged processes with undesirable outcomes and it may open an avenue for corruption. Alienation of a country's human resources results in the stagnation of development. Hence focusing on citizens' empowerment and participation in a country's development is of key importance to this study.

3. Research Question(s)

1. If change happens, where should we look for the results?
2. How can citizen engagement be defined, with regards to participatory governance?

3. Why is the Saint Lucia government reluctant to support citizens' engagement in community projects?
4. What causes distrust in Saint Lucia's government among its citizens?
5. How can the government of Saint Lucia best gain the support of the citizens?
6. What role does ownership play in a country's development ploy?
7. What are the best techniques Saint Lucia can adopt in order to utilize its resources to reap maximum outcomes?
8. Can citizens' empowerment be destructive in a country's development?
9. What are the advantages and disadvantages of participatory governance?
10. Can participatory governance alleviate poverty in Saint Lucia?
11. What support can the government of Saint Lucia give in the implementation of community projects?

4. Hypothesis (or Claim)

Main Claim

- Citizens' empowerment and participation as these factors lead to social reform development, which thus reduces income inequality.

Sub Claims

- Citizens' participation in rural development community projects is an essential component of democracy in the development process.

- Active participation in community developmental projects lead to increase standard of living, encourages ownership and efficient utilization of the resources, thus maximizing the desired outcome. .
- Despite the fact that participatory governance may lengthen project implementations the benefits far outweighs the negatives.
- Country leaders' support is crucial to the success of any community project. Without such support projects are lean towards failure.

5. Supporting Argument and Data

My thesis paper will adopt an interpretative approach, designed to draw on the hypothesis “Citizens’ empowerment and participation lead to social reform, which reduces income inequality” in countries. The decision of adopting this approach is based on a number of personal and unique issues which may tend to hinder the outcomes of this paper. Such issues are political biases, citizens’ resistance in accepting change, citizens’ trust in government and most importantly availability of human and financial resources. Employing a multi-method technique, which is the interpretative approach supplemented with a quantitative approach, will assist me in obtaining an accurate analysis of the aforementioned hypothesis.

Numerous scholarly journals obtained by means of the internet and books from the Korea Development Institute (KDI) School of Public Policy and Management online library, will serve as my secondary sources. A number of these documents have taken the premise that citizen participation is good for democracy.

Work of various scholars such as Siddiquir R. Osmani, Amartya Kumar Sen and Asnarulkhadi Abu Samah, just to name a few, will shed light to the research and will lead to my literature

review. Case studies of citizens' engagement in localized development projects at the planning and implementation stages, with a focus on India, Brazil and South Korea will also constitute to my collection of secondary sources.

The various types of primary sources will include firstly policy documents and reports from the government of Saint Lucia which will help in the assessment and analysis of the country's economic and social stability. Secondly, as the KDI School of Public Policy and Management consists of a diverse student body, obtaining information from a sample of students by conducting a survey analysis in the form a questionnaire which focuses on development by citizens' engagement taken place in the students' countries will prove useful to my research. Finally, semi-structured interviews will be conducted with persons who play a pivotal role in the development process in their country or have contributed to research which relates to my topic.

APPENDIX II – CITIZENS’ PARTICIPATION QUESTIONNAIRE

ALTHEA CARMELITA EMMANUEL

cammy.emmanuel@gmail.com

Dear Respondent

I am Althea C. Emmanuel, an MPP student of the Korea Development Institute (KDI) of Public Policy and Management. I am conducting a study on Citizens’ Participation leading to Development. My aim is to find out whether citizens have influenced social development within your country, and what your views and opinions are on this matter.

Your support and cooperation in completing this study by responding to the following questions would be greatly appreciated. Please do not put your name on the questionnaire since all the responses are confidential.

For the purpose of this questionnaire I will define Citizen Participation as:

“The active involvement of citizens outside the electoral process in making decisions affecting their lives” (Summers 1987, page 5.)

I thank you for your cooperation.

.....
Althea Emmanuel

Please tick (✓) the appropriate boxes

1. Gender:

Male Female

2. Which age group do you belong to?

20-25 26-30 31-35 Other

3. What is your degree programme?

Masters of Development Policy

Masters of Public Policy

PhD

4. Are you employed in your country?

Yes No

If your answer is yes please answer the following question.

5. In what sector are you employed?

Public

Private

Other

6. Country: _____

7. What is your country's population size?

100,000 – 300,000

399,999 – 600,000

699,999 – 900,000

999,999 – 3,000,000

Above 3,999,999

8. What form of Government exists in your country?

- Authoritarian
- Communist
- Constitutional Democracy
- Democracy
- Dictatorship
- Parliamentary Democracy
- Other. (Please specify) _____

9. Does any forms of citizen participation exist in your country?

- Yes No Don't know

10. Please select the form of citizen participation that is practiced in your country. (*Tick all that apply*)

Type of Participation	Select type(s)
Informing: Citizens are notified of decisions by traditional power holders, via websites, media, etc.	<input type="checkbox"/>
Consultation: Citizens are involved in discussions on decisions via public/community meetings, surveys, media talk shows, public comments etc.	<input type="checkbox"/>
Involvement: Citizens play an active role in the decisions of the country, for example, via deliberative polling, advising the traditional power holders of types of decisions, workshops etc.	<input type="checkbox"/>
Collaboration/Partnership: Citizens are allowed to negotiate and engage in trade-offs with traditional power holders via citizen advisory committees, consensus building, participatory decision-making etc.	<input type="checkbox"/>
Empower: Citizens are responsible for the majority of decisions, or are given full power for decision-making, for example, citizens juries, ballots etc.	<input type="checkbox"/>

11. Have you ever been involved in any form of citizen participation?

Yes No Can't Remember

If your answer is yes please answer the following question.

12. Please specify what type of citizen participation you were involved in:

13. How often do you partake in citizens' participation activities?

Always Very Often Fairly Often Sometimes

14. Was your participation voluntary?

Yes No Can't Remember

15. How beneficial was your participation to you, your community or country?

	Very Beneficial	Some Benefit	No Benefit
You			
Community			
Country			

16. Did you feel a sense of empowerment partaking in this activity?

Yes No Can't Remember

17. Did you feel a sense of ownership for the end result?

Yes No Can't Remember

18. How supportive was the government?

Very Supportive Little Supportive Not Supportive

19. How often do your country leaders keep their promises and meet citizens' expectations?

Always Very often Sometimes Almost Never Never

20. What are your views on citizen participation? Please indicate whether or not you agree with each of the statements below by ticking the most appropriate box.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Citizens' engagement and participation is a form of good governance.				
Citizens' engagement and participation can lead to social capital.				
Government support is very important for development to occur through citizens' participation.				
Citizens' participation encourages ownership.				
When citizens are involved in decision-making of a country this takes away the power from the leaders.				
Direct involvement of citizens in decision-making is the best form of participatory governance.				
Government or country leaders should be involved at every stage of the decision-making process.				
Lack of trust between citizens and government impairs development.				
Citizens' participation in projects or decision-making prolongs implementation.				
Communication and collaboration are essential factors of good governance.				
Engaging citizens in the decision-making process is very				

costly.				
Citizens' participation causes corruption.				
Citizens' participation can lead to better policies and implementation decisions.				
Knowledge sharing is a good outcome of citizens' participation.				
Citizens' engagement and participation creates greater transparency and accountability.				
Citizens' empowerment can be destructive in a country's development.				

21. Please use this space for any additional comments on citizens' participation (For example, what are your personal views on citizens' participation, and do you think it plays a vital role in a country's development process?)

I thank you for your assistance and cooperation. If you require any additional information with regards to the outcome of this survey, please do not hesitate to contact me at the above email address.

APPENDIX III – INTERVIEWS QUESTIONS

ALTHEA CARMELITA EMMANUEL **KDI School of Public Policy and Management**

*87 HoegiroDongdaemun-gu
Seoul, 130-868, Korea*

*Telephone Number: 010-304-72246
Email Address: cammy.emmanuel@gmail.com*

October 15, 2013

Professor Sung-Hee Jwa
C/O KDI School of Public Policy and Management
87 Hoegiro Dongdaemun-gu
Seoul, 130-868, Korea

Dear Professor Jwa

I am Althea C. Emmanuel, an MPP student of the Korea Development Institute (KDI) of Public Policy and Management. I am conducting a study on Citizens' Empowerment and Participation leading to Development.

Further to our communication via email, I have attached a list of interview questions to this letter. I should be grateful if you can take some time from your busy schedule to peruse and provide answers to these questions.

Please note that upon completion of this thesis paper, an electronic copy would be forwarded to you as per your request.

I thank you for your cooperation and assistance.

.....
Althea Emmanuel
MPP Student

Interview Questions:

1. In your paper, A New Look at Development Economics through Korea's Experience, you stated that in order for economies to develop they must embrace discrimination. However looking at development on a social perspective do you think that discrimination should play a pivotal role in the way an economy should consider development, or should democracy play a greater role?
2. Many scholars of economics have argued on the real measurement of development. Some consider development results of a country to be based on the gross domestic product per capita of a country, or the standard of living on a social perspective of a country's people. In considering change in a countries development, where do you think is the best place to look for results of change?
3. What are the best techniques a country can adopt in order to utilize it resources to reap maximum outcomes?
4. Can poverty ever be eradicated? If so, how best can this be done?
5. Does poverty reduction and income growth have a strong correlation?
6. Empowering citizens of a country through their participation in a country's decision-making process can be said to be a good thing. Do you think that empowerment can be destructive with regards to development?
7. What is your view on countries receiving foreign aid and assistance? Is it a good thing or bad thing for the recipient country?
8. What types of government procedures and institutions will motivate citizens to come forward and be part of government decision-making?

ALTHEA CARMELITA EMMANUEL
KDI School of Public Policy and Management

*87 HoegiroDongdaemun-gu
Seoul, 130-868, Korea*

*Local Telephone No.: 010-304-72246
international Telephone No. : 1-770-702-3053
Email Address: cammy.emmanuel@gmail.com*

October 15, 2013

Professor Kim Dong-Young
C/O KDI School of Public Policy and Management
87 Hoegiro Dongdaemun-gu
Seoul, 130-868, Korea

Dear Professor Kim

I am Althea C. Emmanuel, an MPP student of the Korea Development Institute (KDI) of Public Policy and Management. I am conducting a study on Citizens' Empowerment and Participation leading to Development.

Further to our communication via email, I have attached a list of interview questions to this letter. I should be grateful if you can take some time from your busy schedule to peruse and provide answers to these questions.

If you require any additional information or clarification please do not hesitate to contact me via email or telephone.

I thank you for your cooperation and assistance.

.....
Althea Emmanuel
MPP Student

Interview Questions:

1. Many scholars of economics have argued on the real measurement of development. Some consider development results of a country to be based on the gross domestic product per capita of a country, or the standard of living on a social perspective of a country's people. In considering change in a country's development, where do you think is the best place to look for results of change?
2. What are the best techniques a country can adopt in order to utilize its resources to reap maximum outcomes?
3. Can participatory governance alleviate poverty? If so, how best can this be done?
4. Empowering citizens of a country through their participation in a country's decision-making process can be said to be a good thing. Do you think that empowerment can be destructive with regards to a development?
5. What is your view on countries receiving foreign aid and assistance? Is it a good thing or bad thing for the recipient country?
6. What types of government procedures and institutions will motivate citizens to come forward and be part of government decision-making?
7. What causes distrust in a country's government among its citizens, and how can they best gain the support of the country's citizens?
8. It has been argued by many scholars that support from government leads to success in development. What is the best support can government give in the implementation of community projects?
9. What is the best form of citizens' participation that can bring forth greater development?
10. In citizens' participation projects, how do you think leaders should be selected? Do you think government should be the one doing the selection or the citizens themselves?

ALTHEA CARMELITA EMMANUEL
KDI School of Public Policy and Management

*87 HoegiroDongdaemun-gu
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Email Address: cammy.emmanuel@gmail.com*

November 5, 2013

Mr. Clive Hippolyte
Deputy Project Manager
St. Lucia Social Development Fund
Castries
St. Lucia

Dear Mr. Hippolyte

I am Althea C. Emmanuel, an MPP student of the Korea Development Institute (KDI) of Public Policy and Management. I am conducting a study on Citizens' Empowerment and Participation leading to Development.

Further to our communication via email, I have attached a list of interview questions to this letter. I should be grateful if you can take some time from your busy schedule to peruse and provide answers to these questions.

If any further clarification is needed with regards to the questions on the attached, please feel free to contact me via email.

I thank you for your cooperation and assistance.

.....
Althea Emmanuel
MPP Student

Interview Questions

1. What is the mission of the St. Lucia Social Development Fund (SSDF)?
2. Do citizens play any role in respect to how monies should be spent in communities or what sort of projects should be implemented?
3. Is there active participation of citizens with regards to decisions taken for project implementation in communities?
4. With regards to the community projects being implemented and adopted in the country, are the citizens the ones involve in the projects' implementation from beginning to end?
5. Have there ever been any resistances from citizens on projects to be implemented? If so, what was the main reason for resistance?
6. Empowering citizens of a country through their participation in a country's decision-making process can be said to be a good thing. Do you think that empowerment of citizens of Saint Lucia can be destructive with regards to development of their communities?
7. What is your view on Saint Lucia receiving foreign aid and assistance? Is it a good thing or bad thing for the country?
8. Since the implementation of SSDF have there been any improvements with regards to development in the communities of the country?
9. Which communities are most targeted by SSDF?
10. In what sort of areas do you see SSDF projects aiding development of communities? Is it bettering the standard of living of community members with regards to education, employment, or infrastructure, etc.?
11. What are some present setbacks or deficiencies with SSDF?

APPENDIX IV – ORTFOLIO/RESUME OF INTERVIEWEES

<p>Name : Jwa, Sung-Hee Country: South Korea</p>
<p>Education Ph.D. University of California, Los Angeles, 1983 M.A, Seoul National University, 1975 B.A, Seoul National University, 1971</p>
<p>Areas of Specialization Korean Economy, Monetary Economics, Micro Banking, Macroeconomics, Industrial Organization, Corporate Governance, New Institutional Economics and Development Economics.</p>
<p>University Appointments Seoul National University, Department of Economics: Adjunct Professor, Spring, 2009-Winter, 2012 Seoul National University, Department of Economics: Visiting Lecturer, Spring Term 2007 and 2008 Seoul National University, Graduate School of International Studies: Visiting Professor, Spring Term 2005 to Spring, 2008. Seoul National University, Department of Economics: Visiting Lecturer, Spring Term 2000. California State University, Northridge, Department of Economics: Lecturer, 1982 to 1983.</p>
<p>Research Appointments Gyeonggi Research Institute (GRI), Chairman, Board of Directors March, 2011 to November, 2012 Gyeonggi Research Institute(GRI), President, June 2006 to March, 2011. Korea Economic Research Institute, President, April 1997 to April 2005. Korea Development Institute, Senior Fellow, July 1985 to March 1997, worked on Money and Banking, Financial Systems, International Finance, Macroeconomic Forecasting, Industrial Organization, and Economic Reforms. - March 1995 to March 1997: Director of Economic Reform Team. - January 1994 to March 1995: Director of Korea’s Internationalization Team. - March 1992 to December 1993: Director of Economic Outlook Team. - January 1990 to February 1991: Director of Financial Studies Section. Federal Reserve Bank of Minneapolis, Economist, March 1983 to June 1985, worked on Micro banking Issue. The Bank of Korea, Junior Economist, 1973 to 1977.</p>

Government and Social Services

Member, Presidential Council on National Competiveness, April, 2008-June, 2011
Member, Board of Directors, Seoul Development Institute, February 2004 to March, 2011
Member, Board of Directors, Korea Circuit Co., Ltd., March 2003 to February 2005.
Member, Board of Directors, KB Investment Trust Management Co., Ltd., June 2002 to May 2003.
Member, National Economic Advisory Council, March 2002 to February 2003.
Member, Presidential Commission on Government Reform, August 2000 to February 2003.
Member, Advisory Committee on Competition Policy, the Fair Trade Commission, May 1999 to May 2001.
Member, UNESCO Korea Journal Editorial Committee, February 1999 to January 2001.
Member, Korea Tele-Communication Commission, the Ministry of Information and Communication, April 1998 to April 2004.
Member, Board of Directors, Kookmin Bank, November 2001 to March 2002.
Member, Board of Directors, Housing & Commercial Bank, February 1998 to October 2001.
Member, Policy Advisory Committee, the Ministry of National Unification, July 1997 to June 2003.
Chairman, Committee for Competitiveness Reinforcement (Jeju Province), February 1997 to October 1999.
Member, Presidential Commission on Policy Planning, June 1995 to March 1997.
Member, Presidential Commission on The 21st Century, April 1994 to May 1995.
Member, Prime Minister's Commission on Korea's Internationalization, March 1994 to the end of 1994.

Professional Membership

President, Korea Society for Institutional Economics, January, 2008 to 2011.
President, Korea Society for Regulation studies January, 2005 to 2007.
President, The Korea Association for Comparative Economics, January 2005 to December, 2006.
Chairman, UCLA Alumni in Korea, 2004 to 2007.
Auditor, Korea Money and Finance Association, September 1999 to August 2001.
Vice-president, Korea Money and Finance Association, September 1998 to August 1999.
Director, The Korea International Economic Association, January 1998 to December 1999.
Director, The Korean Economic Association, February 1997 to February 1999.

Professional Activities

Referee: Journal of International Money and Finance, 1983
Journal of Political Economy, 1985
Journal of Money, Credit and Banking, 1994
Journal of Economic Behavior and Organization, 2011

Editorship: Managing Editor, *Korea Development Review*, Spring 1989 to Spring 1991.
Editor in chief, *KDI Journal of Economic Policy*, March 1995 to March 1997.

Dissertation

Towards an Equilibrium Approach to the Effects of Price Controls: A Theoretical and Empirical Analysis of Price Controls on Quality Offerings (Thesis Chairman: Michael R. Darby).

Research Activities & Publications in English

Books

- 1) *Competition and Corporate Governance in Korea*, Sung-Hee Jwa and In Kwon Lee (eds.), Edward Elgar Publishing Ltd., London, 2004.
- 2) *Korea's Economic Strategy in the Globalization Era*, O. Yul Kwon, Sung-Hee Jwa and Kyung-Tae Lee (eds.), Edward Elgar Publishing Ltd., London, 2004.
- 3) *The Evolution of Large Corporations in Korea: A New Institutional Economics Perspective of the Chaebol*, Edward Elgar Publishing Ltd., London, 2002.
- 4) *A New Paradigm for Korea's Economic Development: From Government Control to Market Economy*, Palgrave (formerly Macmillan Press Ltd.), London, 2001.
- 5) *Korean Chaebol in Transition: Road Ahead and Agenda*, Sung-Hee Jwa and In Kwon Lee (eds.), Korea Economic Research Institute, 2000.
- 6) *Monetary and Financial Policy Reforms: European Experiences and Alternatives for Korea*, edited by Sung-Hee Jwa, KDI Conference Series 93-1, 1993.

Articles

(Publication)

- 1) "Economic development and institutions", (coauthored with Y. Yoon), in *Institutional Economics and National Competitiveness* (edited by Young B. Choi), London: Routledge and Kegan Paul Ltd, 2011 .
- 2) "MBnomics: A Review and the Road Ahead", (presented at Joint Conference 2008 by Heritage Foundation, Council on US-Korean Security Studies and International Council on Korean Studies, Washington D.C., September), *International Journal of Korean Studies*, Volume XII, Number 2 Fall/Winter 2008 by international Council on Korean Studies, Washington D.C.
- 3) "The Effects of Foreign Bank Entry on Domestic Financial Structure: Evidence from APEC Countries", (co-authored) APEC Finance and Development Program (AFDP) Research Project (No. AFDP-R-2003-05), March 2005.
- 4) "The Chaebol, Corporate Policy and Korea's Development Paradigm", in Sung-Hee Jwa and In Kwon Lee (eds.), *Competition and Corporate Governance in Korea*, Edward Elgar Publishing Ltd., London, 2004.
- 5) "Political Institutions and Economic Development: A Study in Economic Discrimination and Political Philosophy", (co-authored) *Seoul Journal of Economics*, Vol. 17, No. 3, Fall 2004, pp.275~307.
- 6) "The Rise of China's Economy: Opportunities and Threats to China-Korea Economic Relations", (co-authored) Chapter 13 in Kokubun Ryosei and Wang Jisi (eds.), *The Rise of China and a Changing East Asian Order*, Japan Center for International Exchange, 2004, pp.205-227.
- 7) "Korea's Strategy for Financial Reform: A New-Institutional Economics Perspective", (co-authored) in O. Yul Kwon, Sung-Hee Jwa and Kyung-Tae Lee (eds.), *Korea's Economic Strategy in the Globalization Era*, Edward Elgar Publishing Ltd., London, 2004, pp.113-129.
- 8) "A New Framework for Government-Business Relations in Korea", in O. Yul Kwon, Sung-Hee Jwa and Kyung-Tae Lee (eds.), *Korea's Economic Strategy in the Globalization Era*, Edward Elgar Publishing Ltd., London, 2004, pp.85-97.
- 9) "Korea's Experience in Macroeconomic Management and Stabilization Policy", (co-authored) in Machiko Nissanke and Ernest Aryeetey (eds.), *Comparative Development*

- Experiences of Sub-Saharan Africa and East Asia: An Institutional Approach*, Ashgate Publishing Company, London, 2003, pp.159-194.
- 10) "In Search of 'Global Standards': The Fallacy of Korea's Corporate Policy", *Harvard Asia Quarterly*, Vol.VII, No.2, Spring 2003, pp.45-52.
- 11) "Why Firms and Markets in Economics?", *Seoul Journal of Economics*, Vol.15, No.2, Summer 2002.
- 12) "A New Framework for Government-Business Relations in Korea", *Korea's Economy 2002*, Korea Economic Institute of America, Vol. 18, pp.34-41.
- 13) "Economic Policy During and After Reunification in Korea", (co-authored) *Constitutional Handbook on Korean Unification (Economic Issues)*, Korea Economic Research Institute, 2001, pp.77-119.
- 14) "The Korean Financial Crisis: Evaluation and Lessons", (co-authored) in O. Yul Kwon and William Shepherd (eds.), *Korea's Economic Prospects: From Financial Crisis to Prosperity*, Edward Elgar Publishing Ltd., London, 2001, pp.73-98
- 15) "A New-Institutional Economics Perspective of Corporate Governance Reform in East Asia", *Seoul Journal of Economics*, Vol. 13, Fall 2000, pp.215-223.
- 16) "Property Rights and Economic Behaviors: Lessons for Korea's Economic Reform", in Kenneth L. Judd and Young Ki Lee (eds.), *An Agenda for Economic Reform in Korea: International Perspectives*, Hoover Institution Press & Korea Development Institute, 2000, pp.401-430.
- 17) "Asian Crisis and Implications for Industrial Policies", (co-authored) in J. Jay Choi (ed.), *Asian Financial Crisis: Financial, Structural and International Dimensions*, Vol. 1 of the International Finance Review, Elsevier Science Inc., 2000, pp.307-356.
- 18) "Korea's 1997 Currency Crisis: Causes and Implications", (co-authored) *Korea Journal*, Vol.38, No.2, Summer 1998, pp.5-33.
- 19) "Domestic Adjustments to Globalization: The Case of South Korea", (co-authored) *Domestic Adjustments to Globalization*, Tokyo: The Japan Center for International Exchange, 1998.
- 20) "Reorganization of Korea's Macroeconomic Management", in Lee-Jay Cho and Yoon Hyung Kim (eds.), *Korea's Choices in Emerging Global Competition and Cooperation*, Korea Development Institute, 1998, pp.1-56.
- 21) "Globalization and New Industrial Organization: Implications for Structural Adjustment Policies", in Takatoshi Ito and Anne O. Krueger(eds.), *Regionalism vs. Multilateral Trade Arrangement*, NBER-East Asia Seminar on Economics, Vol. 6, National Bureau of Economic Research, The University of Chicago Press, 1997.
- 22) "The Role of Government in Economic Management: Korea's Experiences and Lessons", *Korea Journal*, Vol.37, No.4, Winter 1997, pp.5-14.
- 23) "Capital Mobility in Korea since the early 1980s: Comparison with Japan and Taiwan", *Macroeconomic Linkage: Savings, Exchange Rates and Capital Flows*, in Takatoshi Ito and Anne O. Krueger (eds.), NBER East Asia Seminar on Economics, Vol.3, NBER, The University of Chicago Press, Chicago, 1994.
- 24) "Korea's Interest Rate and Capital Controls Deregulation: Implications for Monetary Policy and Financial Structure, in the Joint Korea-U.S. Academic Symposium on "U.S.-Korea Economic Relations", Vol. 3, Korea Economic Institute of America, 1993.
- 25) "The Political Economy of Market Opening Pressure and Response: Theory and Evidence for the Case of Korea and the U.S.", *Seoul Journal of Economics*, Vol.1, No.4, December 1988,

pp.387-415.

26) "Perfect Competition and Quality Variation", *The Seoul National University Economic Review*, Vol. XVIII, December 1984.

(Working Paper and Mimeo)

- 1) Towards a general theory of Economic Development: Taking northeast Asian development experiences seriously, presented at the seminar celebrating the 50th Anniversary of 5 year economic planning in Korea organized by KDI, June, 2012
- 2) "Firms, Markets and Economic Development", paper for the AEA/ASSA Annual Meeting in Philadelphia, January, 2005.
- 3) "A New Look at Development Economics through Korea's Experience: The Paradox of Economic Development", (co-authored) paper presented at the 2004 KDI-KAEA Conference, 2004.
- 4) "The Competitive Challenge to Korean Industry in a New Development Economics Perspective", paper presented at the KDI 33rd Anniversary Conference entitled *Industrial Dynamism and Competitiveness in the East Asian Economies*, April 22-24, 2004.
- 5) "Developmental Corporate Governance", (co-authored) paper for the ECGS, Seoul National University, 2003.
- 6) "Economic Institutions and Diversification: Cross-Country Analysis", (co-authored) KERI Working Paper No. 2000-01, January 2000.
- 7) "Risk and Returns of Financial-Industrial Interactions: The Korean Experience", presented at the Conference on Global Lessons in Banking Crisis Resolution of East Asia held by World Bank, May 13, 1998 (KERI Working Paper No. 9801).
- 8) "Endogenous Financial System and Search for an Optimal Structure of Banking Industry: The case of Korea", presented at a joint Seminar on Monetary and Financial Policy Reform held by KDI and Friedrich Ebert Stiftung, May, 1992 (KDI Working Paper No.9215).
- 9) "The Relevance of the Bank of Amsterdam Today: Its Implications for a New Monetary System", KDI Working Paper No.8915, April 1989.
- 10) "Korea's Exchange Rate Policy: System, Effect and Issues", KDI Working Paper No.8802, Jan., 1988.
- 11) "Korea's Response to Protectionism in the Developed Economies", 1987 *Joint Conference on the Industrial Policies of the Republic of China and the Republic of Korea*, Chung-Hua Institution for Economic Research, Conference Series No.6, Feb., 1987.
- 12) "Price Controls and the Aggregate Data Biases", Working Paper, Financial Studies Section, Federal Reserve Bank of Minneapolis, 1984.
- 13) "Quality Variations Under Price Controls: An Equilibrium Approach", Working Paper, Financial Studies Section, Federal Reserve Bank of Minneapolis, 1984.
- 14) "Banking Industry at a Crossroads: Economic Consequences of Alternative Deregulation Scenarios", Working Paper, Financial Studies Section, Federal Reserve Bank of Minneapolis, 1984.

Research Activities & Publications in Korean:

Articles

- 1) "Economic Development Principles and Korea's IT Industry", (co-authored) *2004 Future Strategy Forum*, KT, 2004, pp.147-169.

- 2) "Korea's Macroeconomic Management in the Globalized Economic Environment", *Korea Development Review*, Vol. 18, No. 1, Spring, 1996.
- 3) "World Economic Integration and Structural Adjustment: A Theoretical Framework and Policy Suggestions", *Korea Development Review*, Vol.16, No.2, Summer, 1994.
- 4) "The Limitations of the Government Public Policy Function and the Role of the Market Order", *Korea Development Review*, Vol.16, No.1, Spring 1994.
- 5) "Annual Macroeconomic Model for Korean Economy", *Korea Development Review*, Vol.15, No.4, Winter 1993.
- 6) "A Theoretical and Empirical Analysis of Economic Impacts of Financial Shocks", *Korea Development Review*, Vol.15 No.3, Fall 1993.
- 7) "Scale and Scope Economies and Prospect for the Korea's Banking Industry", *Korea Development Review*, Vol.14, No.2, Summer, 1992.
- 8) "Economic Rationale of Compensating Balance Requirements and its impact on Money Supply," *Korea Development Review*, Vol.14, No.1, Spring 1992.
- 9) "An Empirical Analysis on the Relationship between the Size and Structure of the Financial Market", *Korea Development Review*, Vol.13, No.3, Fall 1991.
- 10) "A Theory on the Scope of Financial Activity", *Korea Development Review*, Vol.13, No.1, Spring 1991.
- 11) "An Overview of the Rationale of Monetary and Banking Intervention: The Role of the Center Bank in Money and Banking Revisited", *Korea Development Review*, Vol.12, No.3, Fall 1990.
- 12) "Effects of the Won and Yen on Korea's Trade and Inflation", *KDI Quarterly Economic Outlook*, 3rd Quarter, 1990.
- 13) "Structure of Export Competition between Asian NIEs and Japan in the U. S. Import Market and Exchange Rate Effects", *Korea Development Review*, Vol.12, No.2, Summer 1990.
- 14) "Safety of the Payment System under a Deregulated Banking Structure: Implications of the New Monetary Economics", *Korea Development Review*, Vol.11, No.1, Spring 1989.
- 15) "Suggestions for Long-term Reforms in Korea's Financial Industry", *KDI Quarterly Economic Outlook*, 2nd Quarter, 1988.
- 16) "Exchange Rate Effects on Korean, Japanese and Taiwanese Shares of U.S. Imports: An Empirical Analysis", *Korea Development Review*, Vol.9, No.2, June 1987.
- 17) "Korea's Current Account Surplus and Exchange Rate Policy", *KDI Quarterly Economic Outlook*, 1st Quarter, 1987.
- 18) "Money Supply Shocks and the Short-Run Demand for Money", *Korea Development Review*, Vol.8, No.3, September 1986.

Books

- 1) *Philosophical Basis for Economic Development: An Introduction to the Positive Political Economy*, Seoul National University Press, 2012
- 2) *A New Paradigm of Developmental Economics*, Yulgok, 2012
- 3) *New Wealth of Nations*, Good Information Publishers, Seoul, 2006.
- 4) *The Rule of Law*, translated by Sung-Hee Jwa (original author: Barry Hager), 21C Books, 2002.
- 5) *New Perspective on the Nature of Firm*, Korea Economic Research Institute, 2002.
- 6) *Command Economy? No More!*, Nanam Publishing Company, Seoul, 1999.

- 7) *Evolutionary Theory of Chaebol*, Bibong Publishing Company, Seoul, 1998.
- 8) *Endogenous Financial System*, Dasan Publishing Company, Seoul, 1995.
- 9) *Korea's Market Opening Policy*, Korea Development Institute, 1995.
- 10) *Collected Papers on Macroeconomic Policy in Korea*, Korea Development Institute, 1994.
- 11) *A New Paradigm for Korea's Economic Management in The New Era of Globalization*, Korea Development Institute, 1994.

Source: Korea Development Institute (KDI) School of Public Policy and Management website.

Name: Kim, Dong-Young

Country: South Korea

RESEARCH INTERESTS

Research theory and practice of public dispute resolution and negotiation in developing countries. Interested in new strategies of democratic governance in public decision-making. Evaluate models of public participation in environmental issues and innovative regulatory strategies. Research participatory policy analysis, including environmental impact assessment and integrated environmental assessment.

DISSERTATION

Title: "Politics of Consensus Building : Case study of diesel vehicles and urban air pollution in South Korea"

PUBLICATIONS - Books

The Challenges of Consensus Building in a Consolidating Democracy (VDM Verlag Dr. Müller, 2007)

PUBLICATIONS - Chapters in Books

"여소야대 지방정부의 정책결정," 정용덕외공저, 공공갈등과정책조정리더십 (파주: 법문사, 2011.12).

"Making Environmental Policy Happen in an Emerging Market Democracy" in Making Reform Happen. OECD-KDI (2011).

"경유승용차와 수도권 대기질 개선 특별법," in Park, Jin and Chae, Jong-Hun (Eds), 갈등조정, 그 소통의 미학 (Seoul: Good Information, 2006): p167-219.

"The Regional Treaty Making Approach Toward Environmental Democracy" in Susskind, L.E., Moomaw, W. & Hill, T.L. (eds.) Negotiating a Sustainable Future: Innovations in International Environmental Negotiations. MA: PON Books. Vol 12. (2003).

PUBLICATIONS - Articles in Refereed Journals

"Institutional Design for Conflict Resolution: An Examination of Institutional Designs for Waste Facility Siting Conflict" International Review of Public Administration, vol. 17. Issue 1. (Forthcoming, April, 2012).

"정부의 갈등관리 평가모형에 대한 탐색적 연구" 한국정책과학학회보 제 15 권 제 4 호 (2011. 12): 75-103.

"공공갈등관리를 위한 갈등정보체계(DB)의 활용방안 연구: 갈등관리 전문가 및 이해당사자의 활용을 중심으로" 한국비교정부학보 제 16 권 제 1 호 (2012. 4)

(Forthcoming).

"Tailoring the Mutual Gains Approach for Negotiations with Partners in Japan, China, and Korea" in *Negotiation Journal*. Vol. 22. No. 4 (2006): 389-435. With Hal Movius, Masa Matsuura, and Jin Yan.

PUBLICATIONS - Working Papers

"Transformation from Conflict to Collaboration through Multistakeholder Process: Shihwa Sustainable Development Committee in Korea" (KDI School Working Paper Series w11-09, 2011).

"When Conflict Management is Institutionalized: A Review of the Executive Order 19886 and government practice" (KDI School Working Paper Series w09-02, 2009).

"Civility or Creativity? Application of Dispute Systems Design (DSD) to Korean Public Controversies on Waste Incinerators" (KDI School Working Paper Series w08-32, 2008)

"Reap the Benefits of the Latecomer: From the story of a political, cultural, and social movement of ADR in U.S." (KDI School Working Paper Series w08-30, 2008)

"The Use of Integrated Assessment to Support Multi-Stakeholder Negotiation for Complex Environmental Decision-Making" (KDI School Working Paper Series w07-16, 2007)

"Enhancing BATNA Analysis in Korean Public Disputes" (KDI School Working Paper Series w07-15, 2007)

"Long-Term Vision for Public Dispute Resolution and Governance in Korea: New Agendas" (KDI-World Bank Conference. Long-term National Vision and Strategy for the 21st Century, 2006)

"The Roles of Government Officials as Policy Entrepreneurs" (KDI School Working Paper Series w06-15, 2006)

"Public Participation in Mexican Environmental Impact Assessment (EIA)," (MIT-IPURGAP, 2004). With Javier Warman.

"Simulation Game: Ground-Level Ozone: A Negotiated Rule-Making Process on Varara's Air Pollution Crisis." (MIT-IPURGAP Report No. 38, 2003). With Warman, J. and Horne, J.

CONFERENCE, SEMINAR PRESENTATIONS

CB (Consensus Building) Asia Workshop: Multi-stakeholder Processes and Water Governance in Asia: Lessons and Next Steps. LKY School of Public Policy, National University of Singapore, Singapore. January 28-29, 2010. "Multi-stakeholder process of Lake Shi-Hwa Sustainable Development Committee in Korea"

International Experts Workshop on International Framework and Cobenefit Approach to Promote Air Pollution Control Countermeasures in East Asia, Institute for Global Environmental Strategies (IGES), Hayama, Kanagawa, Japan. January 23-24, 2010. "Explaining Urban Air Pollution Policies for Mobile Emissions in South Korea (1991-2009).

2009 Universitas 21 Symposium at Korea University: The Role of Universities in Influencing Public Policy, Seoul, Korea. May 21, 2009. "Re-Thinking University: Knowledge and the Public in an Age of Uncertainty.

2008 KDI 공개정책토론회: 한국의갈등관리시스템: 선진적시스템구축을위한과제, December 15, 2008. "갈등관리시스템개선전략"

Korean Association for Public Administration, 인사행정학회, 이명박정부의갈등관리정책, November 21, 2008. Discussant.

CB(Consensus Building)Asia Workshop: Developing Energy and Natural Resources, Building Sustainable Society, University of Tokyo, Japan. August 29-30, 2008. "Institutionalization of Dispute Resolution in South Korea: From Adoption to Adaptation to Innovation.

CB (Consensus Building)Asia Workshop: Comparative Public Conflict Resolution: Development of public policy consensus building theory and practice in Asia, KDI School of Public Policy and Management, Seoul, Korea. November 15-16, 2007. "Rapid institutionalization of ADR in public decision-making in Korea: Great Social Experiment with Uncertain Consequence." "Enhancing the use of BATNA calculation in Korean Public Disputes."

2006 KDI-World Bank Conference: Long-term National Vision and Strategy for the 21st Century, New Approach and New Agendas. Seoul, Korea. December 4, 2006. "Long-term Vision for Dispute Resolution in Korea: New Agendas."

Association of Collegiate Schools of Planning Annual Meeting. Kansas City, Missouri. October 26, 2005. "Politics of Environmental Governance in South Korea."

Mexico City Project, MIT-Harvard Seminar Series on environmental Management (Open to Public). Cambridge, Massachusetts. April 25, 2003. "Environmental Impact Assessment in Mexico and its implications for Integrated Assessment for air quality." With Javier Warman.

Mexico City Project, MIT-Harvard Seminar Series on environmental Management (Open to Public). Cambridge, Massachusetts. February 21, 2003. "The Shifting Middle Ground: The Use of

Integrated Assessment in Multi-Stakeholder Dialogue Process in Environmental Decision Making.”

Mexico City Project, MIT-Harvard Seminar Series on environmental Management (Open to Public). Cambridge, Massachusetts. April 19, 2002. “The importance of Stakeholder Involvement in Public Decision Making.”

TEACHING EXPERIENCE AND COURSES

Environment and the New World Order: International Environmental Negotiation

This course explores theories and practices of global governance for sustainable development, especially in the regimes of global environment treaty making negotiations. Students have an opportunity to participate in a few simulated international treaty making negotiations during the course.

Advanced Workshop for Multiparty Negotiation in Public Disputes (Co-Instructor with Professor Jin Park)

This course explores the dynamics of complex multi-party negotiations in public disputes such as coalition buildings, group dynamics. Students apply the framework of multiparty negotiation to real cases of public disputes in South Korea and other countries.

Introduction to Dispute Resolution and Negotiation

This introductory course explores mutual gains approach to negotiation and theory and practices of consensus building processes with students participating in many simulation negotiation exercises.

Business Negotiation for Global Leader Program (GLP)

This course is for officials in Korea public corporations to learn basic concepts of negotiations and public dispute resolution skills.

Participation and New Governance in Public Decisionmaking

This course covers participatory and deliberative democracy as a theory for new governance in public decision making. Applies the theories to real cases of participatory decision making around the world.

PROFESSIONAL EXPERIENCE AND SERVICE

Center for Conflict Resolution and Negotiation (CCRN) Seoul, South Korea
KDI School of Public Policy and Management August 2008 to Present Acting Director

Presidential Council on National Competitiveness (PCNC) Seoul, South Korea
Researcher to report to the PCNC on the relationships between Public Conflict Management and National Competitiveness January - February, 2009

CB (Consensus Building) Asia Workshop Tokyo, Japan
University of Tokyo August 29-30, 2008

Workshop Organizing Committee member

CB (Consensus Building) Asia Workshop
KDI School of Public Policy and Management
Chair of Workshop Organizing Committee

Seoul, South Korea
November 15-16, 2007

International Review of Public Administration (IRPA)
Paper Reviewer

Seoul, South Korea

Task Force for Legislation of Public Conflict Management
The Prime Minister's Office, Management of Social Integration March – December 2008
Task Force member to revise current Presidential Order into a legislation

Seoul, South Korea

Anti-Corruption & Civil Rights Commission (The Ombudsman of Korea)
Advisor

Seoul, South Korea
September 2007 – September 2009

The East Asia Office of the American Friends Service Committee (AFSC)
Korea

Seoul, South

Advisory discussion with Chinese delegations sponsored by AFSC's Chinese August 24, 2008
Study Tour Program in the topic of "How to bring peaceful resolution for incidents
of social conflict."

Hankook Research
for Deliberative Polling on Pusan Pukhang Development

South Korea Consultant
June 2007 – July 2007

IMPS (International Programme on the Management of Sustainability)
Sustainable Challenge Foundation (SCF)
Associate Faculty

The Netherlands
June 10-18, 2007

KDI Vision 2030 Governance Taskforce

Primary Research Manager for Dispute Resolution System
Develop Korean model of Public Dispute Resolution and Suggest innovation
in governance system in Korea

Seoul, South Korea
May 2007 to 2008

임진강홍수대책특별위원회
Center for Conflict Resolution and Negotiation
Neutral assessor for conflict in the relevant region

South Korea
October, 2006

Korea-US FTA Deliberative Polling Exercise

Center for Conflict Resolution and Negotiation
KDI School of Public Policy and Management
Expert panel, commenting on the process and substance of expert deliberation.

Seoul, South Korea
July 4, 2006

Consensus Building Institute
Graduate Consultant

Cambridge, MA
July 2005 to September 2005

Working to tailor Mutual Gains Approach to negotiation into

intercultural business negotiation between US and Korea.
Sponsored by Hewlett-Packard, USA.

Integrated Program of Urban, Regional, Global Air Pollution: Mexico City Cambridge, MA
Massachusetts Institute of Technology September 2001 to December

2004 Research Assistant to Professor Lawrence Susskind
Working in a scenario analysis team for integrated assessment modeling in the case study of Mexico City air pollution. Participating in the annual Mexico City air pollution workshops in Mexico City, Mexico. Developing a negotiation simulation exercise: Ground-level ozone (http://eaps.mit.edu/megacities/simulation_game/index.html), conducting negotiation exercises at one of the workshops, and presenting the analysis of the results of negotiation. The simulation exercises were used by a few other universities, one high school, one international organization, and a US federal agency in Texas. Preparing an stakeholder and issue assessment around metropolitan air quality management in Mexico City.

Development of Simulation Exercise: Offshore Wind Farm

Cambridge, MA
Spring 2004

Class participant
Use of Joint Fact Finding in Science Intensive Policy Disputes (by Professor Lawrence Susskind and Doctor Herman Carl) at Massachusetts Institute of Technology
Developing a role-play simulation that examines the scientific and political conflicts surrounding offshore wind energy development.

Consensus Building Institute

Cambridge, MA
March 2004 to May 2006

Graduate Associate
Working to develop a training for trainer program manual for the Korean Development Institute (KDI) School of Public Policy and Management, Seoul, South Korea (May 2004). Participating in test versions of various simulation exercises developed by the Consensus Building Institute.

KTV-National Visual Media and Publishing Center

Seoul, South Korea
March 2004

Consultant
Serving as consultant to develop a documentary film about US public dispute resolution for Korean public. Developing the content of the documentary, and conducting interviews with various experts on public dispute resolution. The documentary was aired on KTV (www.ktv.go.kr) for Korean public in May 2004.

Permanent Mission of Republic of Korea to the United Nations

New York,

NY Intern (Voluntary)	July 2000
Participating in various ECOSOC (Economic and Social Council) meetings and closed negotiation meetings as an observer.	
Summarizing and briefing the meetings to counselors at Permanent Mission of Republic of Korea to the United Nations.	
Employer: Counselor Seok-Young Choi	

Source: Korea Development Institute (KDI) School of Public Policy and Management website.

Name	:	Hippolyte, Clive
Country	:	Saint Lucia
Professions	:	Quantity Surveying, Project Management, Property Appraiser

Employment and Experience

2013- Present **Contracted Property Appraiser- Nationwide Appraisal Services /NAS Valuation Inc. St. Lucia.**

Principal Client : Bank of Nova Scotia.

2002 – Present **Principal Consultant Quantity Surveyor, Hippolyte & QS Associates -**
The Principal Consultant, since 1990 to present have provided Property Valuations/Appraisals of residential, commercial and agricultural, multi – usage properties throughout the island to clients for conduct of business with other financial institutions including those providing recognition to Land, Valuation, Building Surveyors affiliated to the Institute of Surveyors (St. Lucia) Incorporated

2009 – Present **Deputy Project Manager – Saint Lucia Social Development Fund –**
Responsible for the operations of the Projects Department including the operation of the Basic Needs Trust Programme (Caribbean Development Bank programme) Portfolio : \$9 M.

2010 **Quantity Surveyor (3 Months) –Fevrier & Associates, Consulting Engineer – Supervision of the Design & Built – Allan Bousquet Highway Rehabilitation, Castries.**

2000 – 2009 **Project Manager – Basic Needs Trust Fund**
A Government of St Lucia/Caribbean Development Bank funded Poverty Reduction and alleviations Project.

Improvement to quality of life through the constructions and or improvements to: Roads, drains, footpaths, public facilities, schools, skills training and pipe borne water installations.

1990 to 2000 **Quantity Surveyor**
Ministry of Communications, Works, Transport and Public Utilities

- Responsibilities solely for full quantity surveying services in the Technical Services Department of the Ministry for all projects planned or executed exclusive of those issued to consultants. Planning and implementation of recurrent programmes preparations of contract documents.

- Activities include pre and post tendering procedures and practices, including preparation of tendering/contract documents, quality control and monitoring. Contract claims and disputes. Capital and technical recurrent work programme planning and implementation. General contract management support to engineering staff. Contract database managements.
- **New project involvement includes:** Belair resettlement, New Sulphur Springs Road, Morne Du Don/Balata Road, Mabouya Valley development project, Castries River Wall project, Shanty Town, Draining Project. Rehabilitation Projects includes: Marisule/Grand Riviere Road, Morne Road, Feeder Road Project, Castries-Gros Islet – Cap Estate Highway.
- **Proposed Planning includes:** Road Improvement and Maintenance Project (RIMP111)
Emergency Recovery and Disaster Management Project

1986-1990

**Assistant Quantity Surveyor
Gardner Trim Partnership**

- Responsible for full quantity surveying services including preparation of estimates bill of quantities, valuations and property appraisals. Major projects involvement include inter alia: Royal St Lucia Hotel construction, NDC Factory Shells, Winera Packaging Co. Extensions, R.C Boys Primary Schools, Islander Hotel, Royal Bank refurbishment works, NIS Building. Complex – Vieux Fort, Reduit Park Development. A number of high-income residential structures throughout the island.

1980-1986

**Quantity Surveying Trainee
Gardner Trim Partnership
Chartered Quantity Surveyors**

- Firm was involved with the post hurricane Allen Responsible for full quantity surveying, support to the partners including preparation of bills of quantities, site measurements for claim payment, and inclusive of 24 weeks of site management support to contractor on project management consultancy during construction of 15,000 feet of factory shells at Bisee.

Firm was involved with the post hurricane Allen rehabilitation works in all sectors both local and regional, 1980

Note: Up to 1989 firm was one of two professional/chartered Quantity Surveying firm existing in the island.

Others Provision of construction management and supervision during construction of various residential structures.

Countries of Work Experience:

St Lucia, Dominica, Antigua, British Virgin Islands

Education

2005 Project Management Professional, Project Management Institute

2003 **(Full Training)** Cambridge International Diploma in Project Management

2002 **(Full Training):** Executive Diploma in Management, Centre for Management Development, University of the West Indies.

1999 2# One week training programmes conducted by the University of the West Indies Technology Centre St Augustine Trinidad in:
Road Design and Planning, Road Maintenance and supervision

1997 Quantity control System and Bituminous materials
Four weeks training programme conducted by Crown Agents for Overseas Government and Administration, United Kingdom in:
Road Maintenance and Supervision

2# One week training programmes conducted by the University of the West Indies' Technology Centre St Augustine Trinidad in:

1986 Diploma (Hons) Quantity Surveying College of Arts, Science and Technology now University of Technology, Jamaica (U tech)

Membership of Professional Societies:

2004 Member, Project Management Institute

1990 Founder members, St Lucia Society of Quantity and Valuation Surveyor Limited (MS QVS) now Institute of Surveyors (Saint Lucia) Inc.

ENDNOTES

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2. United Nations Development Programme (UNDP), Democratic Governance, <http://www.undp.org/content/undp/en/home/ourwork/democraticgovernance/overview.html>.
3. Archon Fung, "Varieties of Participation in Complex Governance" Prepared for Workshop on Theorizing Democratic Renewal, University of British Columbia, Vancouver, Canada, (June 10-11, 2005): 45.
4. Siddiqur R. Osmani, "Participatory Governance for Efficiency and Equity: An Overview of Issues and Evidence," United Nations Department of Economic and Social Affairs (2007) : 1, accessed July 1, 2013, http://eprints.ulster.ac.uk/11274/1/Participatory_Governance_for_Efficiency_and_Equity.pdf.
5. H. George Frederickson, "Whatever Happened to Public Administration? Governance, Governance Everywhere," Institute of Governance Public Policy and Social Research (2004): 6, accessed July 1, 2013, <http://www.queens-belfast.com/schools/SchoolofLaw/Research/InstituteofGovernance/Publications/briefingpapers/Filetoupload.47649,en.pdf>.
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