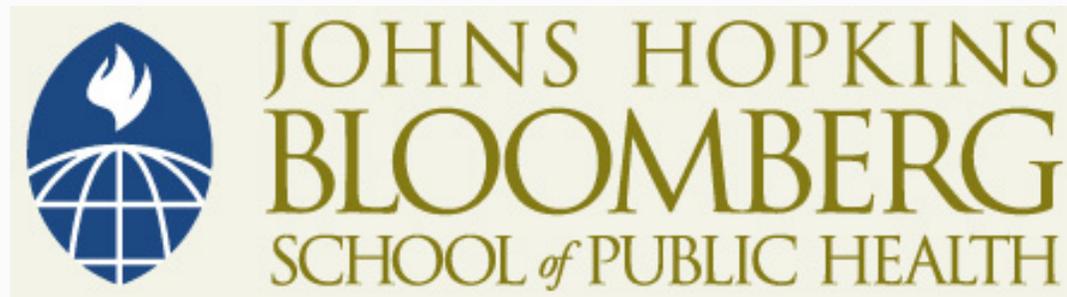


This work is licensed under a [Creative Commons Attribution-NonCommercial-ShareAlike License](https://creativecommons.org/licenses/by-nc-sa/4.0/). Your use of this material constitutes acceptance of that license and the conditions of use of materials on this site.



Copyright 2009, The Johns Hopkins University and Marilyn Rice. All rights reserved. Use of these materials permitted only in accordance with license rights granted. Materials provided "AS IS"; no representations or warranties provided. User assumes all responsibility for use, and all liability related thereto, and must independently review all materials for accuracy and efficacy. May contain materials owned by others. User is responsible for obtaining permissions for use from third parties as needed.



JOHNS HOPKINS
BLOOMBERG
SCHOOL *of* PUBLIC HEALTH

Case Study on Participatory Budgeting in Latin America

Marilyn Rice, MA, MPH, CHES
PAHO/WHO



JOHNS HOPKINS
BLOOMBERG
SCHOOL *of* PUBLIC HEALTH

Section A

Framework on Participatory Budgeting
in the Countries of the Americas

Overview of Participatory Budgeting

- Definition of participatory budgeting (PB)
- Objectives of PB
- Benefits of PB for the population
- Benefits of PB for local public administration

What Is Participatory Budgeting?

- Process through which populations decide about or contribute to decisions about how all or part of public resources will be spent
- Populations decide about spending priorities and controls of the management of government
- A form of participatory democracy

UNDP Definition of Participatory Budgeting

- The execution of political, economic, and administrative authority on all levels and topics in a given country. It includes mechanisms, processes, and institutions through which citizens and organized groups express their interests, exercise their legal rights, fulfill their obligations, and resolve their differences.

Objectives

- Improve efficiency of public administration
- Create social products such as reorienting priorities and building social networks
- Build democratic processes—social and political

Benefits of PB for the Population

- Makes the state accountable to the population
- Gives the population greater access to basic services, like sanitation, paved roads, and improved transportation, health, and education centers
- The population can define its own priorities
- Gives the population the possibility of controlling and monitoring implementation of the budget

Benefits

- Concentrates resources and municipal investments in infrastructure for the poorest neighborhoods—diminishes the cycle of exclusion of marginal populations
- Strengthens social networks
- Helps resolve differences between elected leaders and civic society's social groups

PB Benefits for Local Public Administration

- Increases transparency of public administration and efficiency of public spending
- Promotes public participation in decision making and assigning and monitoring use of public resources
- Requires public leaders and managers to be accountable
- Helps prioritize and manage collective resources

PB Benefits for Local Public Administration

- Generates increase in confidence between government and population
- Creates democratic culture in the community and strengthens the social fabric
- Increases the city's income taxes and payments previously evaded
- Modifies the civic fiscal culture giving visibility to achievements in public works and services



JOHNS HOPKINS
BLOOMBERG
SCHOOL *of* PUBLIC HEALTH

Section B

How Participatory Budgeting Works

How Participatory Budgeting Works

- Operating principles
- Basic conditions for implementing PB
- Steps to put PB into place
- Stages in the development process
- Role of local government

Operating Principles

- Universal participation—everyone in the population, including organized groups
- Transparency in the budget—for both income and spending
- Flexibility—continuous evaluation and adjustments
- Objectivity—in the division of resources
- Focus on gender—equitable participation
- Multicultural and multi-ethnic focus—affirmative action to assure participation of excluded groups

Basic Conditions for Implementing PB

- Clear political will of mayor and other decision makers at municipal level
- Presence and interest of civil society organizations and by citizens in general
- Clear and shared definition of the rules of the game (quantities, time periods, forms of decision making, how to resolve disagreements, division of responsibilities, composition of the PB committee)

Necessary Conditions

- Build capacities on PB in the population and municipal officials
- Widely disseminate information (meetings, rules of the game)
- Prioritize needs—wishes of the population and technical criteria (possibilities for infrastructure and services)

Steps to Put PB into Place

1. Carry out a situational analysis—meet the requirements of the operating principles
2. Create a map of local actors interested in and opposed to the process
3. Clear analysis and definition by government about the quantity and origin of resources available for PB and those necessary for the municipality to implement the process

Steps to Put PB into Place

4. Build alliances and begin dialogues: government, civil society representatives, elected officials
5. Develop internal regulations that define and support the rules of the game for PB

Stages in Development of Process

- Practices are studied and changed every year or two
- Local assemblies (neighborhood, districts)
- Local and sectoral meetings (community delegates and the community)
- Municipal assembly—PB committee presents the mayor with a list of priority projects

Stages

- Development of budgetary matrices—prepare an investment plan and share it with the public
- Accompany the implementation of the process
- Evaluation of the process—adjust the rules of the game

Role of Local Government

- Local government facilitates the process
- Mayor legitimizes political process
- Community legitimizes participation and commitment
- Local government adopts process of participatory decision making
- Local government ensures holistic vision of city problems and needs



JOHNS HOPKINS
BLOOMBERG
SCHOOL *of* PUBLIC HEALTH

Section C

Results from Using Participatory Budgeting

Results from Using Participatory Budgeting

- Accountability
- Cost of PB
- Contributions of PB
- Difficulties with the process

Accountability

- Public forums—mayor and municipal decision makers explain to public the destination of the total budget
- Brochures or sections in newspapers with detailed information on progress in works and services
- Municipal Web site

Cost of PB

- Capacity building and commitment of municipal personnel—working necessary hours
- Transportation available to visit neighborhoods
- Resources for communication with the whole population
- Personnel to conduct technical, economic, and budgetary feasibility studies—cost-benefit studies, including community contributions

Contributions of Participatory Budgeting

- In order of impact
 - Participation is expanded and deepened
 - Efficiency is increased
 - Accountability is qualitatively different
 - More equity
 - Citizen security is increased

Summary of Contributions: Participation

Principle: participation Indicators of good governance	Contributions of PB		
	Direct	Indirect	Distant
1. Elected municipal council	XXX		
2. Elected mayor	XXX		
3. Electoral population that votes (disaggregated by sex)		XX	
4. Public fora	XXX		
5. Civic associations per 10,000 inhabitants	XXX		

Contributions of PB: Efficiency

Principle: efficiency Indicators of good governance	Contributions of PB		
	Direct	Indirect	Distant
6. Raising the level of municipal income	XX		
7. Predictability of transfers from central government			XXX
8. Publication of standards applied	XXX		
9. Survey of citizen satisfaction	XXX		
10. Existence of an official vision of the city	XXX		

Summary of Contributions: Accountability

Principle: accountability Indicators of good governance	Contributions of PB		
	Direct	Indirect	Distant
11. Formal publications (bids, budgets, accounts)	XXX		
12. Control by higher levels of government			XXX
13. Codes of conduct		XX	
14. Ease of citizen complaints	XXX		
15. Anti-corruption commission		XX	
16. Disbursement of goods and income			XXX
17. Independent audit		XXX	

Summary of Contributions: Equity

Principle: equity Indicators of good governance	Contributions of PB		
	Direct	Indirect	Distant
18. Letter from the city recommending right of access to basic services		XXX	
19. Women elected representatives		XXX	
20. Policies of taxing water to support the poor		XXX	
21. Informal economy incentives	XX		

Summary of Contributions: Security

Principle: security Indicators of good governance	Contributions of PB		
	Direct	Indirect	Distant
22. Policies of crime prevention			XXX
23. Number of police per 10,000 people		XX	
24. Conflict resolution	XXX		
25. Policies for dealing with violence against women		XXX	
26. Policies to counteract HIV/AIDS		XXX	
26	12	10	4

Difficulties with the Process

- Lack of capacity in the administrative process to implement process
- Lack of culture of citizen participation
- Low quality of information
- Accumulation of projects approved but not implemented
- Insufficient resources to respond to needs

Difficulties with the Process

- Municipal financial deficit
- Lack of public participation
- Disagreements and tensions among political parties
- Lack of continuity due to elections and changes in authorities
- Political system focused on “clients”
- Difficulties with legislature and PB committee

Thank You!

- Marilyn Rice
 - PAHO/WHO Regional Advisor
 - Healthy Municipalities, Cities & Communities
 - Health Determinants and Social Policies Unit
 - Area of Sustainable Development and Environmental Health
 - ▶ <http://www.bvsde.ops-oms.org>
 - ▶ <http://listserv.paho.org/archives/red-mcs.html>