

Policy management and administrative carry-through

A special aspect of the governance issue is that most developing countries have a pressing need to improve the institutional capacities of their public administration, from the highest analytical and policy-making levels to the mundane implementation of policies and delivery of local services. It is a characteristic of developing countries that policies made at the top often do not get carried out efficiently (and fairly) throughout the system. An efficient and open public sector can create or enhance an enabling environment for the flowering of grassroots NGOs and private businesses. Technical cooperation can assist in building the general and specialized capacities of public institutions.

Participatory development

A related trend is that of participatory development, which is dependent on good governance. Participatory development involves a broadening of the inputs into social and economic decision-making (including into foreign aid projects), more local and popular initiative-taking, greater involvement in development activities by users and stakeholders, and greater access to the benefits of development and social services by the poorer segments of the population (including women).

Of course, participatory development is as much hope as it is reality: "Owing to economic, political, social and cultural traditions in developing countries, fundamental changes in basic attitudes toward the roles of government, private initiative, equity and equal rights, will often take a long time."²⁶ There are important roles for TC and the other collaborations in building the capacity of more participatory institutions. Since there are political and cultural

26. Love, Alexander R., "Participatory Development and Democracy," *OECD Observer*, December 1991/January 1992, p. 6.