



Better Governance for Large Cities

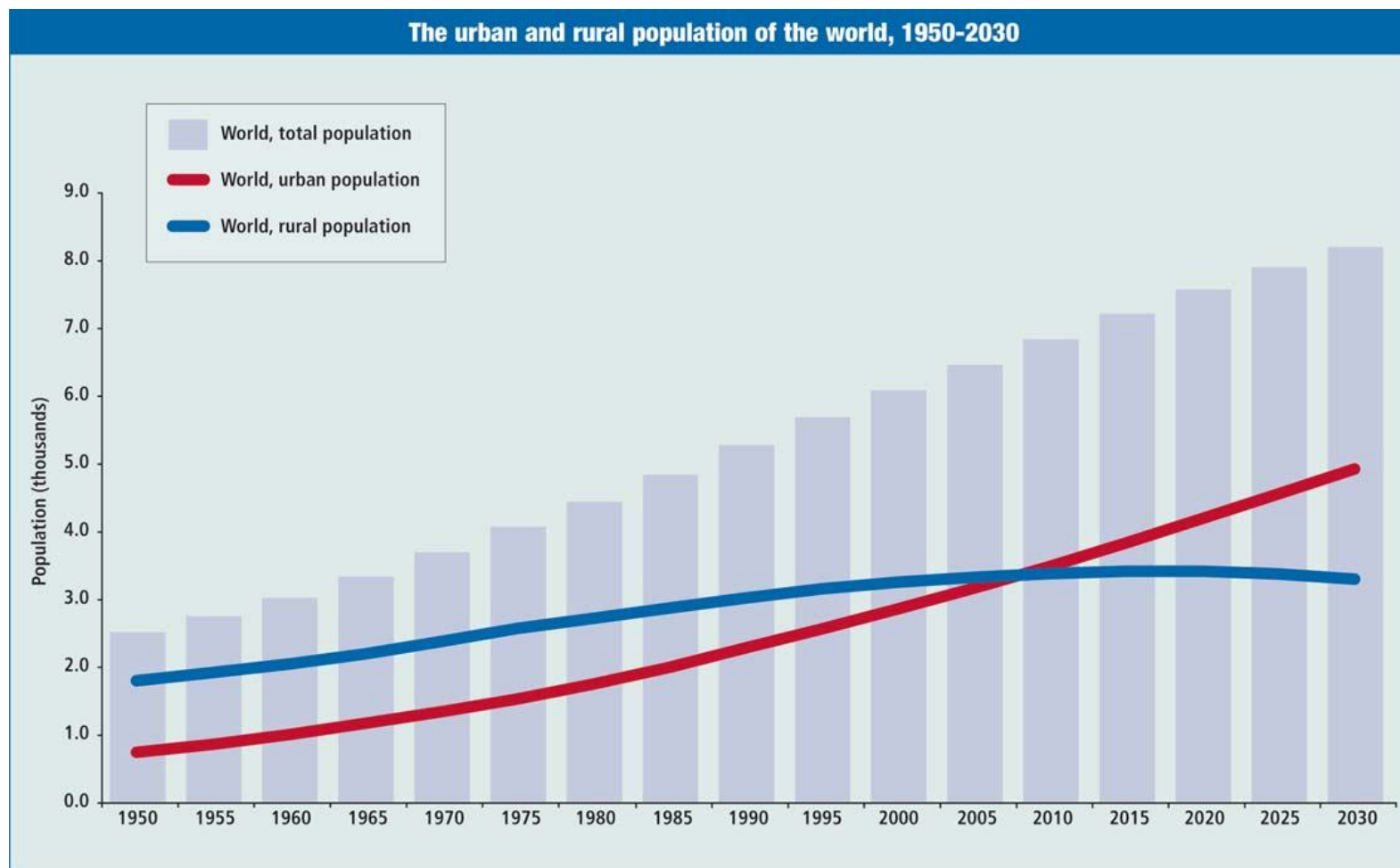


The Cities of the World

- ▶ During 2007, the human species became predominantly urban
- ▶ The proportion of the human population living in cities is forecast to continue to increase until the global population peaks at about 9 billion in the middle of this century. By that time, almost two-thirds of the population is likely to live in cities (UN-HABITAT. *State of the world's cities 2006/7. The Millennium Development*)
- ▶ Goals and urban sustainability. 30 years of shaping the habitat agenda
- ▶ Most of this population growth will occur in small cities (less than 500 000 inhabitants) and medium-sized cities (between 1 and 5 million inhabitants) in less developed regions
- ▶ The fast growth of urbanisation has brought with it enormous environmental and social problems
- ▶ Cities occupy just 2 % of the earth's land surface but consume 3/4s of the world's resources
- ▶ A sustainable ecological footprint that shares all of the world's resources equally among its inhabitants would be 1.8 hectares per person

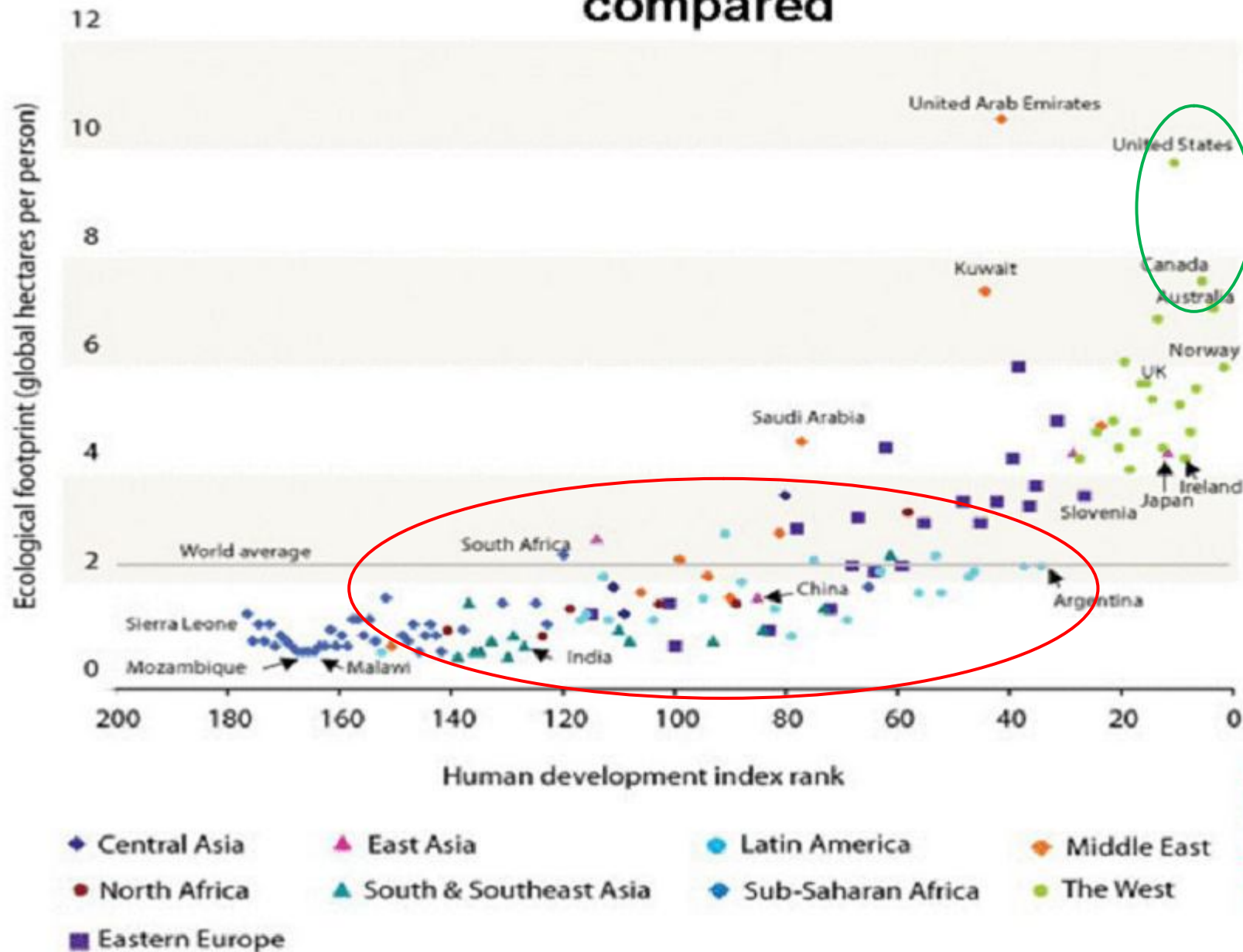


World Urban and Rural Population



Source: Department of Economic and Social Affairs, Population Division. World urbanization prospects: the 2005 revision. New York: United Nations, 2006
<http://www.un.org/esa/population/publications/WUP2005/2005wup.htm> (accessed Oct 2010)

Human Welfare and Ecological Footprints compared



Fast Growing Cities

London needs 125 times its own area to provide the resources it consumes

Japan's capital city has grown to just under 13 million. The metropolis has a total population of more than 35 million



What is governance?

- ▶ The word 'governance' means to steer and to pilot or to be at the helm of things
- ▶ Indicates a political unit for the function of policy making
- ▶ Denotes an overall responsibility for both political and administrative functions
- ▶ Involves participation; rule of law; transparency; responsiveness; consensus orientation; equity; effectiveness and efficiency; accountability; and strategic vision [UNDP \(1999: 4\)](#)

What governance *is not*

- ▶ Governance is not synonymous with government



Definitions

- ▶ *The exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (UNDP)*
- ▶ *Urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens (UN-HABITAT)*

Common themes

- ▶ Institutions, groups
- ▶ Individuals, citizens
- ▶ Political, economic, social contexts
- ▶ Formal, informal mechanisms, processes
- ▶ Public, private
- ▶ Interests, rights, obligations
- ▶ Cooperation, mediation



Governance as a concept

- ▶ Recognizes that power exists inside and outside the formal authority and institutions of government
- ▶ Many definitions of governance include three principle groups of actors:
 - ▶ government
 - ▶ the private sector
 - ▶ civil society
- ▶ Recognizes that decisions are made based on complex relationships between many actors with different priorities
- ▶ The reconciliation of these competing priorities is at the heart of the concept of governance



Four aspects

1. Broader than government
2. Broader than management
3. Emphasises process
4. A neutral concept

Central to the concept are notions of:

- ▶ Participation
- ▶ Engagement
- ▶ Inclusion



Layers of Governance

- ▶ At least 4 levels:
 - ▶ Local
 - ▶ National
 - ▶ Basin or Regional
 - ▶ Global
- ▶ Principle of subsidiarity and decentralisation
 - ▶ Can delegation of responsibility go too far?
- ▶ Trans-boundary institutions, regional cooperation and political sensitivity
 - ▶ Problems and benefits of regional co-operation
 - ▶ Facilitating role of key players in the international financial architecture e.g. multi-lateral development banks (ADB, World Bank, GWP)
- ▶ Multi-level governance
 - ▶ In a highly urbanised world, cities are sites of high energy consumption and waste production.
 - ▶ The influence of local governments over these processes varies but can include energy supply and management, transport, land use planning, building regulations and waste management

Why governance?

- ▶ Good governance is vital to attracting finance for infrastructure and services
- ▶ The UN Commission on Human Security has argued: *"Without effective governance, people are not empowered. And unless people are empowered to let their voices be heard or to participate in decision-making, governance is not feasible"* UN Commission on Human Security (2003), "Human security now", accessed at <http://www.humansecurity-chs.org/finalreport/FinalReport.pdf>
- ▶ The United Nations and its Secretary-General has argued that: *"Good governance is perhaps the single most important factor in eradicating poverty and promoting development"*

Why governance?

- ▶ Research at the national level has demonstrated that good governance correlates with positive development outcomes
- ▶ A survey on governance in 165 countries reported that a one standard deviation increase in any one of 6 governance indicators causes
 - ▶ a 2 ½-fold increase in the income
 - ▶ a 4-fold decrease in infant mortality and
 - ▶ a 15 to 25 % increase in literacy,thus establishing a clear relationship between governance and human development
- ▶ As the survey concluded:
“The result of good governance is development that “gives priority to the poor, advances the cause of women, sustains the environment and creates needed opportunities for employment and other livelihood”

Some fundamental questions

- What are the characteristics of good governance?
- Are there universal principles of good governance? If so, what are they?
- Where do these principles come from?
- In applying such principles what quality of detail do we need?
- What particular criteria are necessary to build governance?
- How might we apply these principles to assess current governance regimes?



What is good (urban) governance?

- ▶ Governance, understood as:

"...the institutions and processes, both formal and informal, which provide for the interaction of the state with a range of other agents or stakeholders affected by the activities of government"

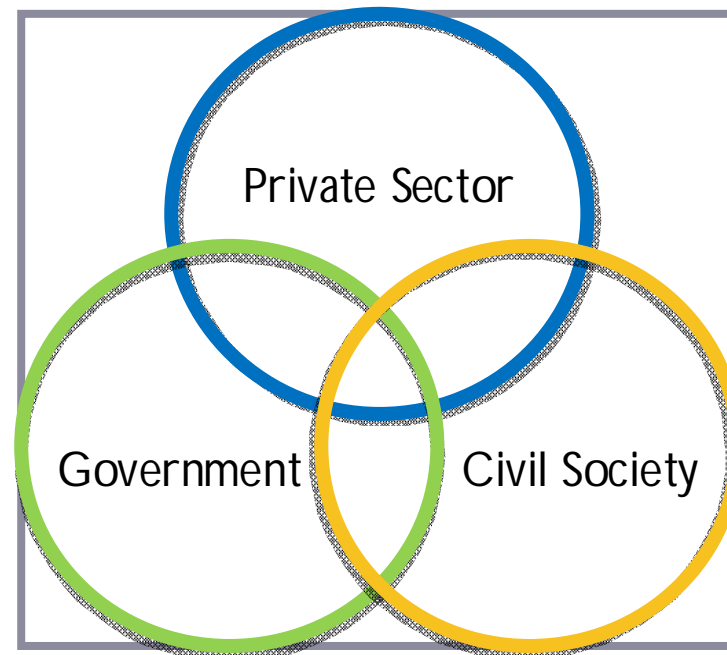
- ▶ Can only be called 'participatory governance' if it meets the following criteria:

- ▶ **government engages with groups** that share a certain interest that goes beyond the individual interest
- ▶ **sense of group identity** and interest is important, and forms a starting point for negotiation and collaboration
- ▶ **the arena of action** with regard to policy or practice has to go beyond a specific neighbourhood or single development, and not be too limited in scope, scale and place.

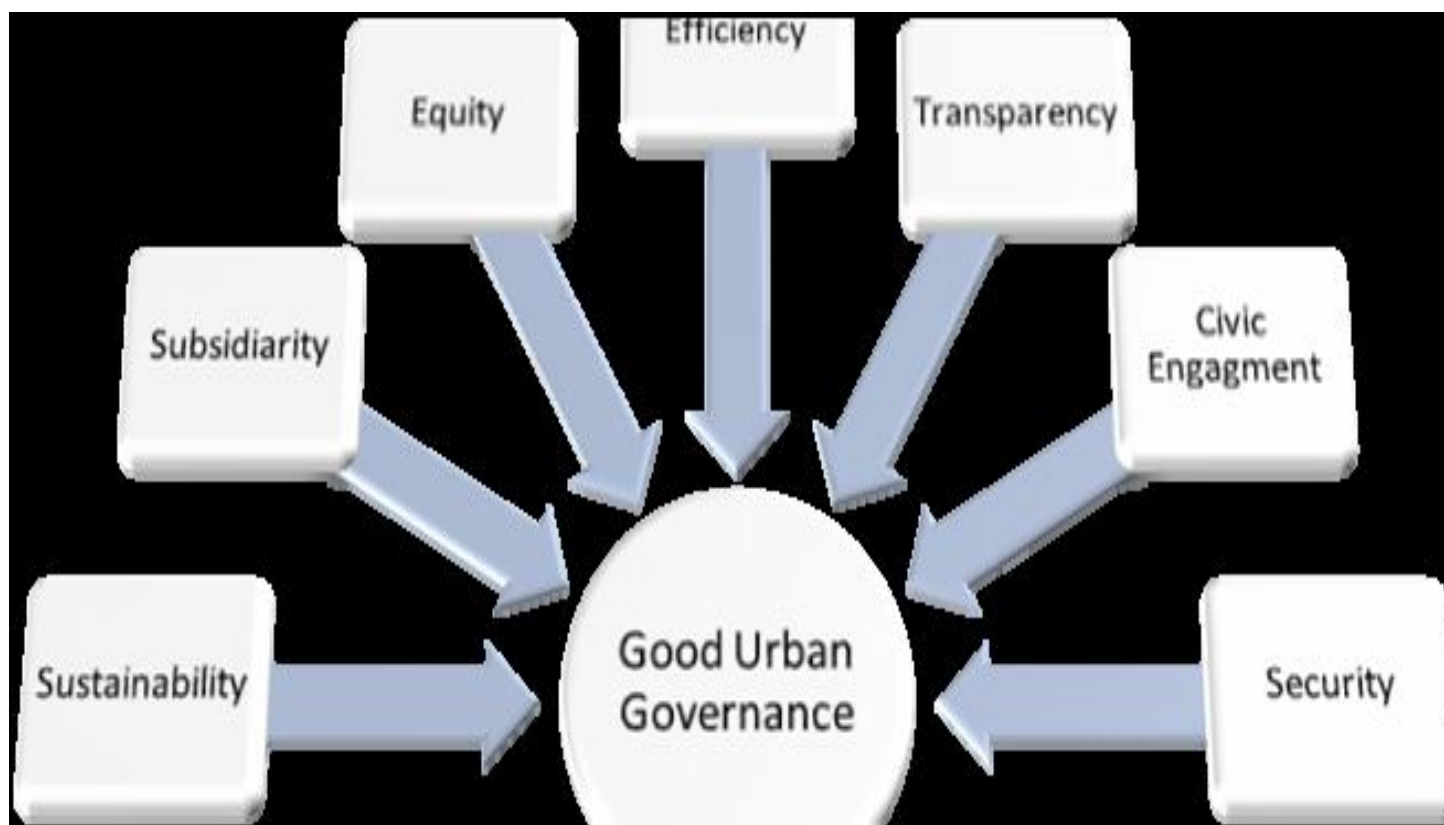


Definition of good urban governance

- ▶ *“Urban governance is inextricably linked to the welfare of the citizenry. Good urban governance must enable women and men to access the benefits of urban citizenship. Good urban governance, based on the principle of urban citizenship, affirms that no man, woman or child can be denied access to the necessities of urban life, including adequate shelter, security of tenure, safe water, sanitation, a clean environment, health, education and nutrition, employment and public safety and mobility. Through good urban governance, citizens are provided with the platform which will allow them to use their talents to the full to improve their social and economic conditions” (UN-HABITAT)*



Principles of good urban governance



Source: UN-Habitat 2009

Criteria for effectiveness

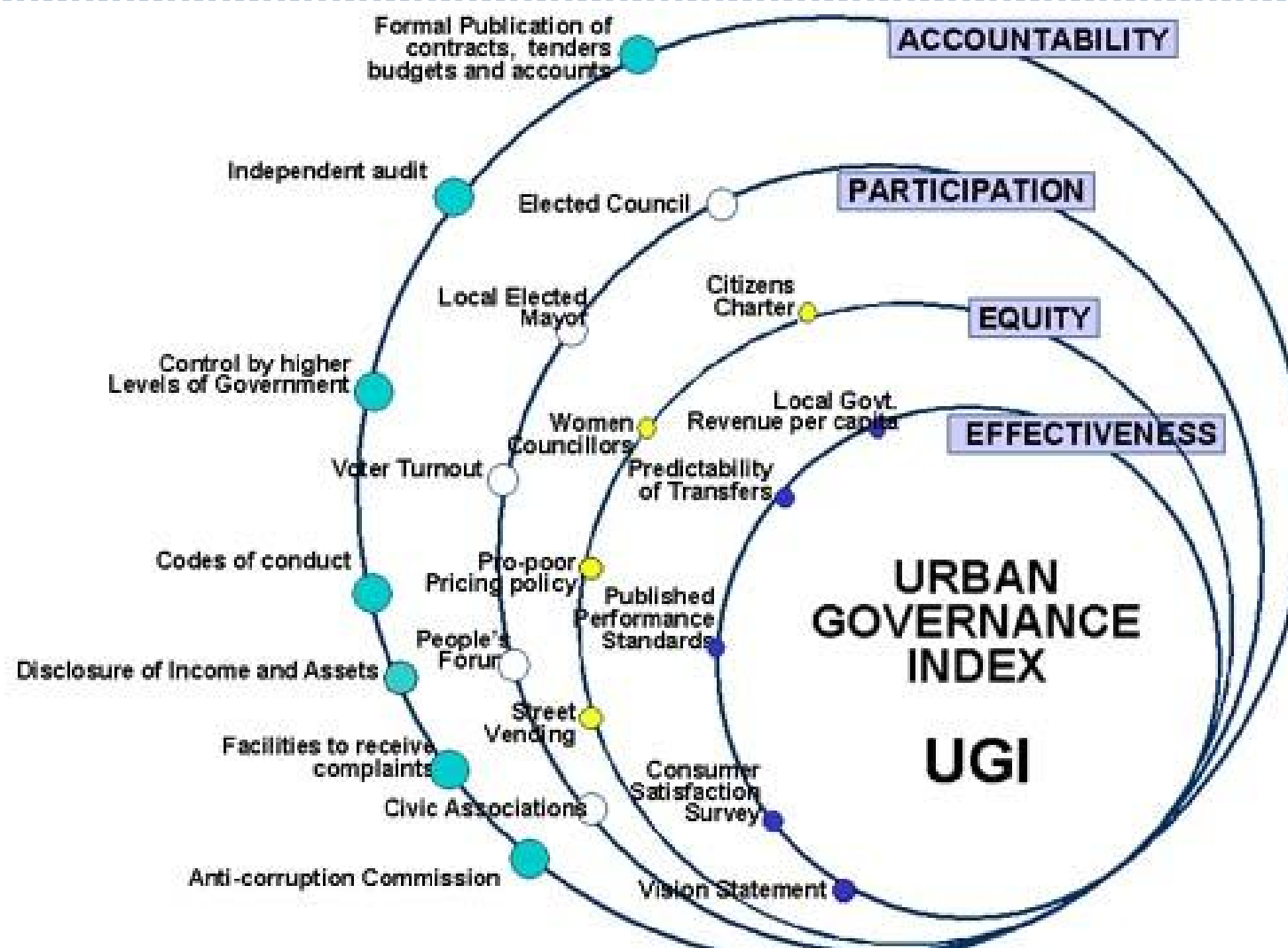
- ▶ Participation, consensus, top-down bottom-up
- ▶ Transparency, information
- ▶ Equity
- ▶ Efficiency and effectiveness
- ▶ Predictability
- ▶ Rule of law
- ▶ Accountability
- ▶ Coherence
- ▶ Responsiveness
- ▶ Integration
- ▶ Leadership, strategic vision
- ▶ Ethical considerations
- ▶ Indicators to assess governance

([ADB](#); [The World Bank: Sound development management](#); [UNDP](#))

No blueprint for success



Urban Governance Index



Source: <http://www.unhabitat.org/content.asp?typeid=19&catid=25&cid=2167>

Roles played by Public, Private and Civil Society

Public

- ▶ Create Business Friendly Policies
- ▶ Share Power
- ▶ Delegation (ISO)
- ▶ Setting Rules of Engagement

Roles played by Public, Private and Civil Society

Private Sector

- ▶ Maximize benefit of resources (public service management)
- ▶ Include principles of urban governance in its activities
- ▶ Lobby with stakeholders to ensure economic stability



Roles played by Public, Private and Civil Society

Civil Society

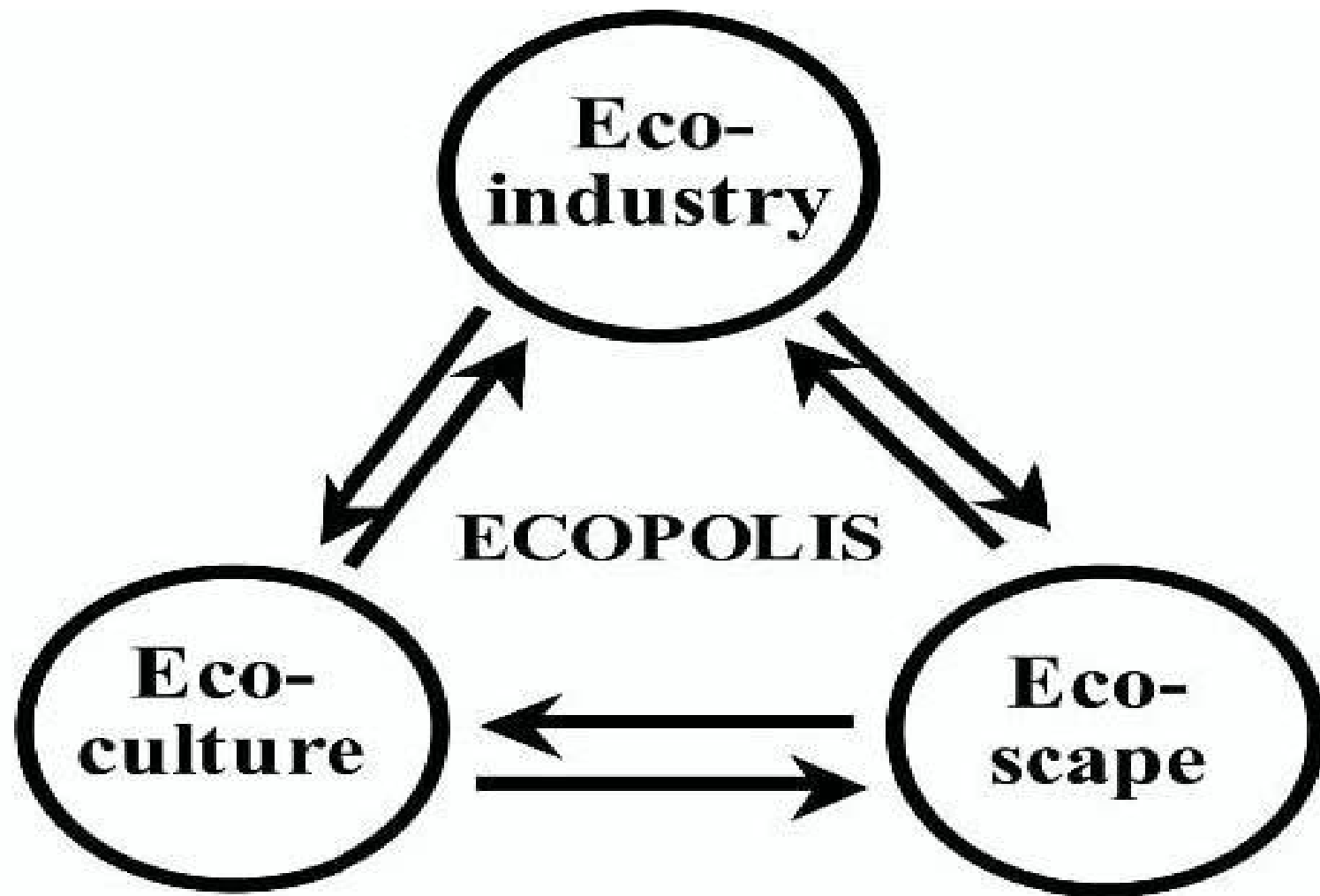
- ▶ “Watchdogs”
- ▶ Creation of norms
- ▶ Produce culture and voice public opinions



What principles, frameworks, models?

- ▶ UNDP - ESCAP, TUGI, UNCHS, GUG, DA project, CDM
- ▶ UN-HABITAT
- ▶ UGI
- ▶ GFN Campaign
- ▶ Agenda 21
- ▶ CCG (EU)
- ▶ Eco²Cities
- ▶ Participatory governance/budgeting
- ▶ Millennium Development Goals

Three Goals for Eco-City Development



Eco²Cities – principles

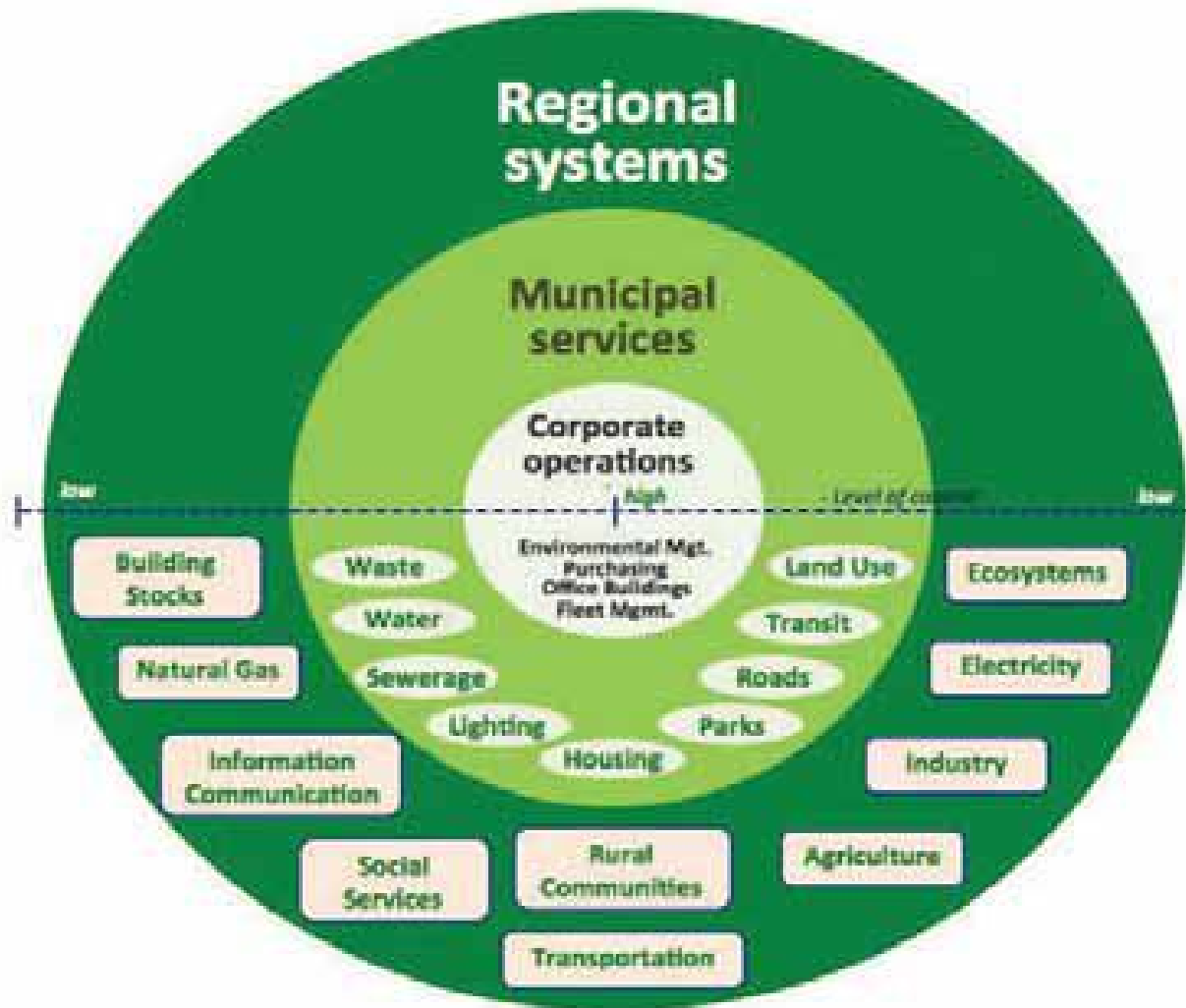
- ▶ A city-based approach
- ▶ An expanded platform for collaborative design and decision-making
- ▶ A one-system approach
- ▶ An investment framework that values sustainability and resiliency

Source: Eco²Cities Web Site: www.worldbank.org/eco2



The city's collaborative working group at three tiers: corporate, municipal, and regional

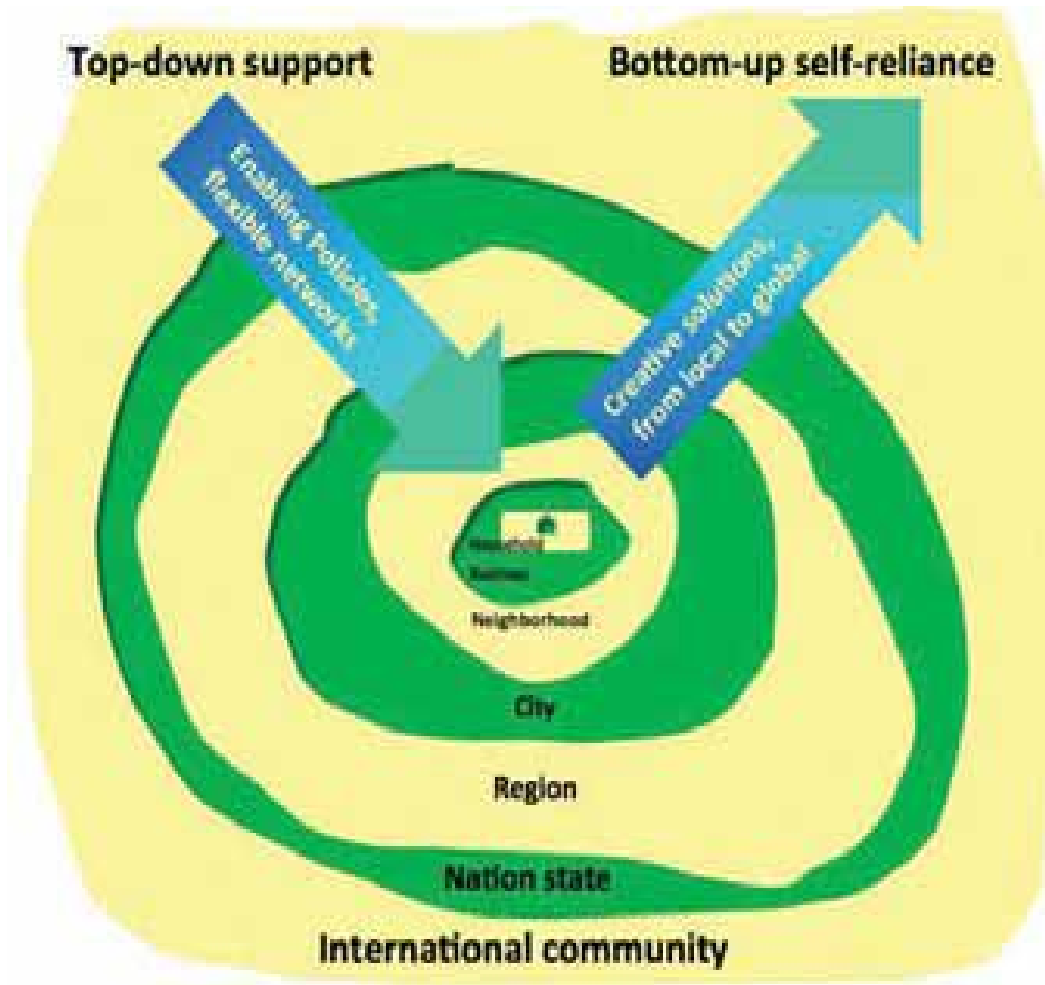
Moving from the inner tier to the outer tier increases the number of stakeholders and the complexity and scope of the potential benefits.



Source: Eco²Cities – World Bank

The city based approach is bottom-up

The bottom-up actions at the local level generate creative self-reliant solutions, while the top-down supports at the senior government level enable cities to implement local solutions.



Source: Eco²Cities – World Bank

Eco²Cities – city-based approach

- ▶ Recognizes that cities are now at the front lines for managing change and leading an integrated approach
- ▶ The approach emphasizes the importance of incorporating within any development programme the unique aspects of place, especially the ecological assets
- ▶ When a city takes leadership in setting priorities and implementing solutions, two factors appear to be critical:
 - ▶ its level of commitment
 - ▶ its capacity to act



New Eco City Developments	Eco expansion of existing Cities
<u>Characteristics</u>	<u>Characteristics</u>
Developed in isolated location	Technology driven
Partners with local businesses with similar business models	Location is of prime importance to attract majority of people
Residents have similar values	Intensive planning to foster communities and sell the idea
Technology driven	Integration of eco values with present infrastructure
Governed by “green” rules and regulations	Importance of partnerships between public, private and the civil society
Aims in being a self-sustainable city	
<u>Disadvantages</u>	<u>Disadvantages</u>
Difficult to integrate to existing cities	Slow change
Values might be compromised with growth	Often not “green” enough to the radicals
Not comfortable for living due to isolation	The power might be centralised too much on the government. Not enough delegation during the actual implementation
Eco-values are compromised after leaving the city premises	

East	West
Driven by: <ul style="list-style-type: none"> ■ Technological Innovation ■ Civic Empowerment ■ Integrated Sustainability Vision/Planning 	Driven by: <ul style="list-style-type: none"> ■ Technological Innovation ■ Integrated sustainability vision/planning
Models need to integrate local culture	Greater level of awareness thus easy to initiate eco strategies
Lacks “green” culture in comparison to the West	Technologically advanced models
Unplanned historical decisions create problems in implementation	Advantage in having a history in eco strategies
Transparency problems	Financially secured eco projects

Concluding comment contd

- ▶ Governance as an organic formation
 - ▶ Developing an architecture but without an architect
- ▶ Successful adaptation
 - ▶ Greatly enhanced capacity at all levels to see and comprehend impacts
- ▶ A race against time
 - ▶ Sophisticated systems of knowledge, organisation, networks of ethical awareness
 - ▶ Increasingly powerful voices are calling for democratic global decision-making – easy to say but very hard to do.

"Our laws and institutions are struggling to find a formula which recognises the social reality which is global and planetary, yet comprised of diverse cultures, societies, religions and civilisations. Reconciling the one and the many is the supreme challenge confronting contemporary governance. Future human adaptation depends on it" [Camilleri & Falk \(2009\)](#)