Plenary Session – Governing Mega Cities - Policies and Technical Aspects

Keynote:
“Governance Makes a City – Lessons Learnt to Promote Local Governance”

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Good Governance

“Good Governance is perhaps the single most important factor in eradicating poverty and promoting development.”
Kofi A. Annan, former Secretary-General of the United Nations

World Bank

Megacities are generally characterized by extreme concentrations of people, assets and infrastructure

A megacity is a prime example of such a critical stage of development: an organism with more than ten million living cells gradually risks being suffocated by the problems it has itself created - like traffic, environmental damage and crime.

Gerhard Berz, Munich Re „Megacities – Megarisks”

Süddeutsche Zeitung (SZ) v. 3.4.07: Megacities – the cities of the future: São Paulo - a city without stars

SZ v. 10.4.07: Tehran - last station before hell

Therefore there is an urgent need for Megacity and Metropolitan Governance approaches!!

The report identifies the following factors that contribute to the competitiveness and liveability of metropolitan areas:

- area-based partnerships;
- stronger area-wide metropolitan governments
- improved co-ordination and integration of sectoral policies in metropolitan areas;
- scenarios, indicators, monitoring and evaluation;
- governance and strategic planning to support clustering and innovation and a more sustainable urban development;
- new technologies/the information city;
- better orientation of urban research agendas.


www.oecd.org/publications/Pol_brief/
Definition „Governance“

Governance specifies a modified view of government, structures and processes of politics, phrasing and implementation of politics.

A new form of co-operation between governmental and non-governmental players/institutions, horizontal co-ordination and integration, confidence and legitimacy is increasingly attracting researchers’ attention. A chance to gain a wider scope of political creativity!


The UNDP Principles

Institute On Governance

Five Principles of Good Governance

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<th>The UNDP Principles</th>
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<td>1. Legitimacy and Voice</td>
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<td>2. Direction</td>
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<td>3. Performance</td>
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<td>4. Accountability</td>
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<td>5. Fairness</td>
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OECD’s Principles of Metropolitan Governance

- Coherency
- Competitiveness
- Co-ordination
- Equity
- Fiscal Prority
- Flexibility
- Holism
- Particularity
- Participation
- Social, not sectoral
- Subsidiarity
- Sustainability

Source: OECD Observer © OECD 2000

Internal modernisation of public administration does not suffice to guarantee sustainability of local authorities.

For local authorities and regions to persist in global competition, a political-strategic governance focusing on

-participation of citizens (that includes also decision participation) and - that is really new for many countries!!! -

-joint sharing of concrete responsibilities (budget, actions, projects etc.)

is required.


Local Governance in theory – six criteria which make the difference (there exists a special Research Center for Governance in Germany)

1. Shaping the future by means of common goals
   A local authority should have its agenda for the future. A strong consensus amongst all players of a local authority is essential to obtain a certain range, vitality and sustainability for future life within local living. All desire and knowledge alone will not suffice.

2. Partnerships for corporate resolutions
   Cooperation of local affairs and local government together with partners from in- and outside the local authority becomes a vital factor of success. (Supporting the ability in problem solving)

3. Efficient cooperation between policy and administration
   „Good Governance“ requires a new understanding of administration’s and policy’s roles
   (Policy: Determination of strategic targets, Administration: efficient and economical implementation)

4. Transparency
   Citizens are entitled to claim for information about policy’s and administration’s objectives, about methods of resolution, for information about realised results against which personnel and operating expenditure.

5. Targeted application of resources and local/municipal budget
   Transparency and precious involvement of civil society increase their acceptance of adjudication on common budget. While reaching corporate targets each partner can benefit from synergies and public as well as private financial resources can be opened up.

… Six criteria which make the difference

... Six criteria which make the difference

6. Collective learning
   Generating knowledge-pools, showcase learning and application of techniques in order to recall existing knowledge.

Local authorities must not and cannot provide the expertise for the way of solving all problems. Moreover, they should even be in the position to manage problem solving.

In future not longer the provision of services but warranty will become the major task of policy and administration.

In: Deutsches Jugendinstitut, 2005: Governance-Strategien auf kommunaler Ebene.

Citizen as Client Model:
- Enterpreneur
- State/City
- Municipality
- Client
- Citizen

© Univ.-Prof. Dr.-Ing. Holger Magel, 2005
Chair of land readjustment and land development, TU München

Model: Activating/guarantee State/City

Motivation
Identification
Vision and range of thinking


Holger Magel, unter Verwendung von DJI Workshop 2004 in Halle

Governance in Practice

There exist a lot of different understandings of Good Governance ……..

Example: Transparency has different meanings e.g. in UN/WB language and in Governance meaning in Germany

I. Megacity Challenges across the world – A stakeholder perspective

Some Lessons learnt (Key Findings):

Better governance is a vital step towards better cities.
Good Governance is the cornerstone of competitiveness
But for those involved in city management, it is improvements to governance – rather than just money – that are the top priority going forward.

Over half of respondents with knowledge of urban management see improved planning as the priority to solving city problems, compared with only 12 % that prioritize increased funding.

Source: Megacity Challenges – Conclusions. Publisher: Siemens AG

I. Megacity Challenges – A stakeholder perspective

Lessons learnt (Key Findings)

In addition to more strategic planning, there is also a strong focus on managing infrastructure/utilities and services more efficiently. “Better City Governance needs more efficiency in the management and implementation of infrastructure”

Both these goals will require cities to make the step from passive administration of existing services, to a more active style of managing systems that focuses on improved efficiency and more measurable outcomes.

Source: Megacity Challenges – Conclusions. Publisher: Siemens AG
I. Megacity Challenges – A stakeholder perspective

Lessons learnt (Key Findings)

Technology will help to deliver transparency and efficiency.

Technology can help city governments in two major ways, by making them more efficient, and more accountable to their citizens.

City management specialists predict a strong emphasis on digitalization or e-government rather than on recruiting more staff.

Furthermore, the value of technology is not restricted to rich cities. Cash-strapped Emerging cities place almost as much importance on e-government and digitalization as those in Transitional and Mature cities.

III. Lessons learnt in Europe (Executive Summary):

Guidelines for improved citizen participation in local governance

Governance is about partnership.

To achieve good governance, local governments must work in equal partnership with representatives from business, community, and voluntary groups and civil society such as churches and trade unions.

This will only work if local government is prepared to share power with other partners.
II. Lessons learnt in Europe (Executive Summary):
Guidelines for improved citizen participation in local governance

Balance representative and participatory democracy.
Electoral and participatory democracy should not be in conflict but ought to reinforce one another so that politicians and citizens develop mutual interests.
Citizen participation is seldom systematic, but empowers residents and provides feedback on issues and service quality between elections, given that citizens are real 'experts' about their neighbourhoods. For community representatives, it is their legitimacy which is important – not their "representativeness". Legitimacy means how well they fill their roles.

Source: Demos Project: Citizens Innovation Local Governance

II. Lessons learnt in Europe (Executive Summary):
Guidelines for improved citizen participation in local governance

Good governance is closer to the people
Localisation – moving control over relevant services out of City Hall and closer to the people, to the urban district or neighbourhood – is a key step in modernising local government.
Demos found that the pace of innovation is fastest in cities which have localised service delivery. Localisation "forces" departments to respond to citizen needs and aspirations.

Source: Demos Project: Citizens Innovation Local Governance

Involve citizens early in decisions.
One of citizens' biggest complaints is that participation is no more than consulting citizens on decisions already taken.
This makes citizens cynical about participation. At worst, citizens may object to a policy and try to derail it by, for example, triggering a right of referendum in Germany, or taking local government to court in Britain.
An exciting alternative is to bring citizens into decision-making processes at the beginning of a local policy cycle, when ideas are still at the visioning stage, before political interests and professional input dominate debate.

Source: Demos Project: Citizens Innovation Local Governance

III. Lessons learnt in Germany from 21 Model municipalities in Bavaria: sustainable development

- supports a culture of holistic policy making (instead of sectoral thinking)
- develops a new philosophy: from government to governance processes
- is open for new ways of sharing of tasks and responsibilities
- requires good practice examples
- learns from building up networks that offer new ideas and gives thought-provoking impulses
- requires the existence and service of capacity building institutions

Holger Magel, Silke Franke: Research project „21 municipalities – Good Practice for local sustainable development in Bavaria“
Not only for e.g. civil engineers in watermanagement (current research project at my institute), but also or even especially for surveyors, the Land Experts. It is a strategic task of integration of our services!!!!

Mission/Vision of Surveyors to promote local Good Governance for sustainable development everywhere

1. Active contributions to or even participation in participative and holistic (spatial) planning and development in both urban and rural areas
2. Supporting governance principles (e.g. transparency, subsidiarity, efficiency, equity, rule of law etc.) and their implementation by means of SDI/GIS, LA, LM, Valuation, Land markets, Real estate management, Construction Economics and Disaster Risk Management etc.
3. Providing techniques for monitoring, controlling and evaluation etc.

A Land Management Vision

4. Delivering methods and instruments/measures for (land) conflict resolution
5. Help for „hard to reach“ and underrepresented groups
6. Building up Civil Society networks
7. Enhancing Capacity building and Standards/Criteria in Sustainability, Democracy and Equity
8. Each FIG member can continue this list…………………………………

Sustainable Development is not attainable without Land Administration, Land Management and - Good Governance!