

Good Urban Governance (UG)

1. METHOD DESCRIPTION

Objective

As introduced in Section 1.3.2 of the main Guide, if embedded along the five main dimensions of coordinated or integrated urban governance (vertical, sectoral, spatial, stakeholder and temporal integration), National Urban Policies have great potential to be transformational and systematically mainstream climate change actions. Additionally, this tool introduces 8 characteristics of “good urban governance”, and provides a scorecard for the user to conduct a quick assessment of urban governance in their country based on both the dimensions of integrated urban governance and the characteristics of good urban governance.

Together with the **SWOT Analysis** tool, this tool can serve as a preliminary assessment of institutional capacity, giving insight into the situation on the ground and helping to identify areas for improvement.

When to use

This activity supports the following tasks:

Phase/Element	Element I: Substantive Process	Element II: Resources and Capacities	Element III: Policies	Element IV: Institutions and Stakeholders
Phase A: Feasibility and Diagnosis	✓ Map and analyze relevant parts of your country's institutional landscape (government), and identify potential mainstreaming champions			
Phase B: Formulation	✓ Undertake an Implementation Analysis to understand policy, legislative and institutional landscape in your country	✓ Undertake capacity development activities of Core Team or Reference Group if needed		
Phase C: Implementation				
Phase D: Monitoring and Evaluation				

Spatial Set-up

Seated in a small group setting, with a printed copy of the scorecards in the tool: **Good Urban Governance TEMPLATE**

Group Size

- This tool can be used individually, or with small groups of 4-6 people within your Core Team and/or Reference Group

Time

- About 1 hour

Materials

- Main Guide, Section 1.3.2 Box 4: Integrative Potential of National Urban Policy
- **Good Urban Governance INFORMATION SHEET**
- Printed copy/ies of **Good Urban Governance TEMPLATE**
- Pens or markers

Instructions

After reviewing Box 4: Integrative Potential of National Urban Policy in Section 1.3.2 of the main Guide describing the 5 dimensions of integrated urban governance, as well as the tool: **Good Urban Governance INFORMATION SHEET** which explains the 8 characteristics of “good” urban governance, use the scorecards provided in the tool: **Good Urban Governance TEMPLATE** to conduct a quick assessment of these factors in your own country.

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2. INFORMATION SHEET



United Nations
Economic and Social Commission for Asia and the
Pacific

What is Good Governance?

Introduction

Recently the terms "governance" and "good governance" are being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken.

This article tries to explain, as simply as possible, what "governance" and "good governance" means.

Governance

The concept of "governance" is not new. It is as old as human civilization. Simply put "governance" means: **the process of decision-making and the process by which decisions are implemented (or not implemented)**. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.

Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, research

institutes, religious leaders, finance institutions political parties, the military etc. The situation in urban areas is much more complex. Figure 1 provides the interconnections between actors involved in urban governance. At the national level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision-making or in influencing the decision-making process.

All actors other than government and the military are grouped together as part of the "civil society." In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level.

Similarly formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" or informal advisors may exist. In urban areas, organized crime syndicates such as the "land Mafia" may influence decision-making. In some rural areas locally powerful families may make or influence decision-making. Such, informal decision-making is often the result of corrupt practices or leads to corrupt practices.

Good Governance

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

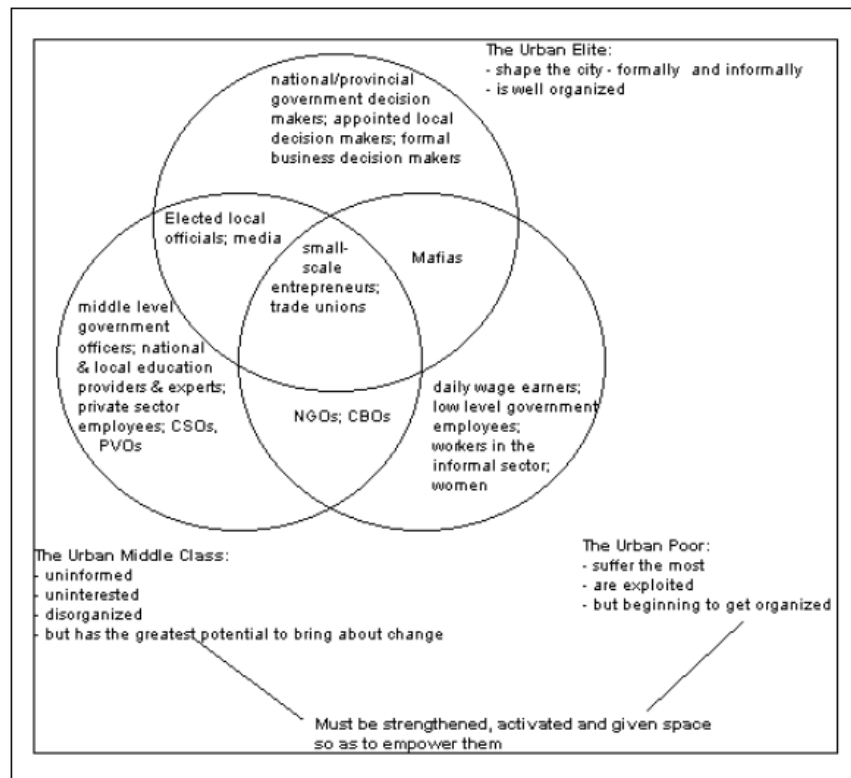


Figure 1: Urban actors

Participation

Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

Rule of law

Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent

judiciary and an impartial and incorruptible police force.

Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

Responsiveness

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

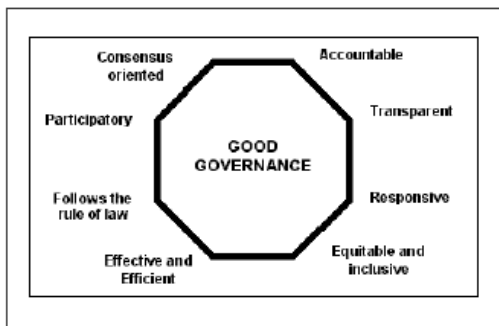


Figure 2: Characteristics of good governance

Consensus oriented

There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

Equity and inclusiveness

A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.

Effectiveness and efficiency

Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their

institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.

Conclusion

From the above discussion it should be clear that good governance is an ideal which is difficult to achieve in its totality. Very few countries and societies have come close to achieving good governance in its totality. However, to ensure sustainable human development, actions must be taken to work towards this ideal with the aim of making it a reality.

More information

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3. TEMPLATE

Scorecard UG 3.1

5 Dimensions of Integrated Urban Governance	Score
Vertical integration	0-4
Coherence between national and sub-national levels of government in addressing urban climate change issues	0-2
Coherence between national and regional / international development agendas	0-2
Sectoral integration	0-2
Effective coordination between different urban sectors in addressing urban climate change issues	0-2
Spatial integration	0-2
Effective coordination across municipalities and/or surrounding rural areas faced with climate risks requiring actions beyond municipal boundaries	0-2
Stakeholder integration	0-4
Consideration to the rights of various stakeholder groups	0-2
Efficient resource-sharing (knowledge, finance, networks) among various stakeholder groups	0-2
Temporal integration	0-2
Long-term coherence and predictability of climate change actions beyond local and national election cycles	0-2
TOTAL	0-14

Scorecard UG 3.2

8 Characteristics of Good Urban Governance	Score
Participation	0-4
Decision-making processes are participatory and inclusive, taking the concerns of the most vulnerable in society into consideration	0-2
There is freedom of expression and association, and an organized civil society	0-2
Rule of Law	0-4
Legal frameworks are fair, and enforced impartially	0-2
Human rights, particularly those of minorities are fully protected	0-2
Transparency	0-4
Decision-making and enforcement follows rules and regulations	0-2
Information is freely available and directly accessible to those affected by decisions and their enforcement	0-2
Responsiveness	0-2
Institutions and processes serve all stakeholders within a reasonable timeframe	0-2
Consensus Oriented	0-4
Different interests are mediated to reach a broad consensus on what is in the best interest of the whole community, and how this can be achieved	0-2
There is a broad and long-term perspective on sustainable human development, stemming from understanding of the historical, cultural and social contexts of society or communities	0-2
Equity and Inclusiveness	0-2

All members of society, particularly the most vulnerable have a stake and are not excluded from the mainstream of society	0-2
Effectiveness and Efficiency	0-2
Processes and institutions produce results that meet the needs of society, while making the best use of resources at their disposal	0-2
Accountability	0-2
Governmental institutions, as well as the private sector and civil society organizations are accountable to the public and to their institutional stakeholders.	0-2
TOTAL	0-24