**Univ.-Prof. Dr.-Ing. Holger Magel**
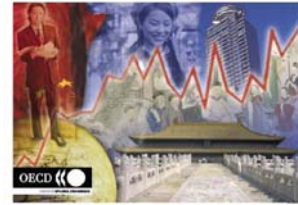**Institute of Geodesy,GIS and Landmanagement**
**FIG Honorary President**

**Plenary Session – Governing Mega Cities - Policies and Technical Aspects**

**Keynote:**

**"Governance Makes a City –**
**Lessons Learnt to Promote Local Governance"**

XXX FIG General Assembly and Working Week
in Hong Kong 13-17 May 2007
„Strategic Integration of Surveying Services"

15 May 2007

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China in the global economy
**《 Governance in China**

OECD

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

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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

www.undp.org/trustfunds/devgovttf.pdf

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Habitat Debate

UN-HABITAT

In this issue:

Cities - magnets of hope

A look at Global Migration Problems

WORLD HABITAT DAY SPECIAL ISSUE

As populations increase and more and more people migrate, cities lure us to their bright lights.

Like moths to a flame, we also worry about getting burnt.

How many more people will end up in the developing world's growing slums? Will there be jobs, shelter, water, electricity, health services, for all? Will we be able to cater for their basic needs even if we cannot do the impossible and meet the aspirations of all?

*Anna Kajumulo Tibaijuka Executive Director*

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Natural catastrophes

Weather and climate

Infrastructural and

Technological risks

Social and political risks

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:Megacitys,die Städte der Zukunft.:**Sao Paulo- a sky without stars**

SZ **v.**10.4.07:**Teheran-last station before hell**

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

Megacities are generally characterised by extreme concentrations of people, values and infrastructure

Source:www.munichre.com

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*What are the characteristics of a successful city today?*

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.

OECD Observer, 2000: OECD Policy Brief: „The reform of metropolitan governance". October 2000.
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!

Jann/Wegrich 2004: Governance und Verwaltungspolitik.
In: Benz, A. (Hg.): Governance – Regieren in komplexen Regelsystemen. S. 194

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| Institute On Governance Five Principles of Good Governance | The UNDP Principles |
|---|---|
| 1. Legitimacy and Voice | Participation; Consensus orientation |
| 2. Direction | Strategic vision |
| 3. Performance | Responsiveness – Effectiveness and efficiency |
| 4. Accountability | Accountability; Transparency |
| 5. Fairness | Equity; Rule of Law |

Institute On Governance: Partnerships: Putting Good Governance Principles in Practice.
Laura Edgar, Claire Marshall and Michael Bassett, August 8, 2006, Canada

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## OECD's Principles of Metropolitan Governance

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

Source: OECD Observer © OECD 2000

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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.**

Sigrid Meinhold-Henschel [Bertelsmann Stiftung]: Partizipationsansätze in Kommunen
– ein Zeichen für Good Governance.
In: Deutsches Jugendinstitut, 2005: Governance-Strategien auf kommunaler Ebene. ,adopted by Holger Magel

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## 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 )

Sigrid Meinhold-Henschel: Partizipationsansätze in Kommunen – ein Zeichen für Good Governance.
In: Deutsches Jugendinstitut, 2005: Governance-Strategien auf kommunaler Ebene.

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## … Six criteria which make the difference

**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 precocious 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.

Sigrid Meinhold-Henschel: Partizipationsansätze in Kommunen – ein Zeichen für Good Governance.
In: Deutsches Jugendinstitut, 2005: Governance-Strategien auf kommunaler Ebene.

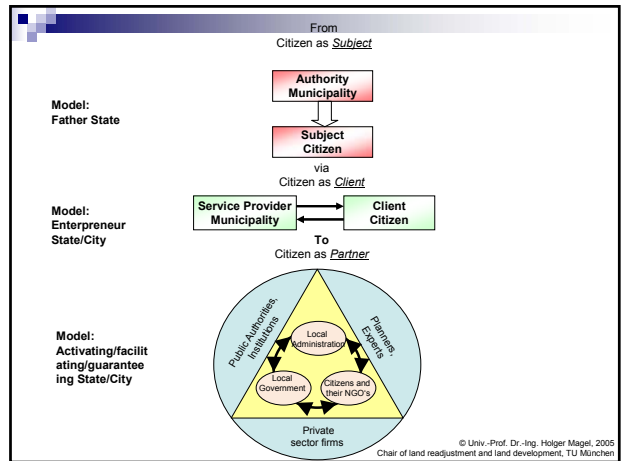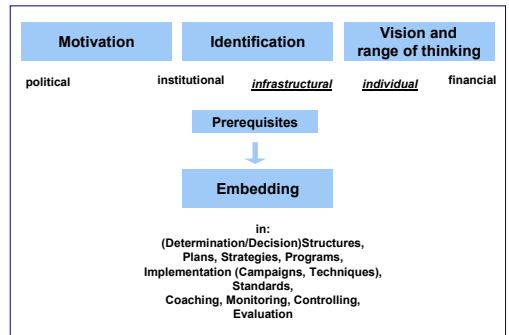## Slide 1

**… 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.**

## Slide 2



From
Citizen as *Subject*

Model: Father State

Authority Municipality

Subject Citizen

via
Citizen as *Client*

Model: Enterpreneur State/City

Service Provider Municipality → Client Citizen

To
Citizen as *Partner*

Model: Activating/facilitating/guaranteing State/City

Public Authorities, Institutions — Planner, Experts

Local Administration

Local Government — Citizens and their NGO's

Private sector firms

## Slide 3

*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*

## Slide 4

*Governance in Practice*

| Motivation | Identification | Vision and range of thinking |
|---|---|---|

political          institutional     *infrastructural*     *individual*     financial

**Prerequisites**

↓

**Embedding**

in:
(Determination/Decision)Structures,
Plans, Strategies, Programs,
Implementation (Campaigns, Techniques),
Standards,
Coaching, Monitoring, Controlling,
Evaluation

## Slide 5

*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.

## Slide 6

*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.

## I.Megacity Challenges – A stakeholder perspective

*Lessons learnt (Key Findings)*

**Technology will help to deliver transparency and effiency**
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.

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## I.Megacity Challenges – A stakeholder perspective
*Lessons learnt (Key Findings)*

**Holistic solutions are desired, but are difficult to achieve**.

The **main barriers** to strategic management are
**poor coordination** between the different levels of municipal
government, together with a **lack of strong leadership**.

Many megacities have a multitude of administrative bodies
with overlapping and poorly defined responsibilities.

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## I.Megacity Challenges – A stakeholder perspective
*Lessons learnt (Key Findings)*

Governance structures need to **balance the needs
of the city with the wider metropolitan area (including "rurban"
area).**

Cities and their needs are complex and the traditional,
**departmentally organized approach to city governance
needs to be rethought** to avoid overlapping and to enable more
**holistic solutions** on the one hand, and more **responsiveness** and
**accountability** to citizens at the local level on the other.

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*Citizens
Innovation
Local Governance*
A 21st century approach

**Report and Guidelines
from the Demos Project**

governance    neighbourhood
citizens
participation  bottom-up
top-down
democracy  decentralisation

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## II. Lessons learnt in Europe  (Executive Summary): Guidelines for improved citizen participation in local governance
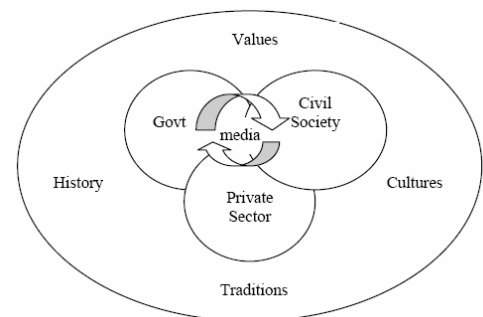
**Governance is about partnership**

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.

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### Three Sectors of Society Participate in the Governance

## 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 fulfil their roles.

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## 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.

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

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

- **implicates benefits,** like quality of life and attractiveness…
- **uilizes existing (planning) instruments…..**
- **is no „knick-knack"…..**
- **is a learning process…**
- **should focus on concrete and feasible themes to …**
- **makes the local government acknowledge its civil society actors as equal partners, and thus facilitates Local (Good) Governance**
- **implies transparency in decision making processes**
- **prepares municipalities for future challenges,** like climate change

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## III.Lessons learnt: 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 give thought-provoking impulses**
- **requires the existence and service of capacity building institutions**

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## Slide 1

*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!!!!*

## Slide 2

**A Land Management Vision**



Facilitating
**Sustainable Development**
Economic, Social, Environmental, **Governance**
Enhancing Quality of Life

**Spatially Enabled Land Administration and Management**
Land Tenure, Land Value, Land Use, Land Development, Land Arrangement

**Land Policy Framework**

**Services to Business & Citizens**

**Country Context**
Institutional Arrangements
Capacity Building
Education & Research

© adopted from Expert Group Meeting
9 – 11 November 2005
at the University of Melbourne
by Prof.Magel

## Slide 3

**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.

## Slide 4

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…………………………………

## Slide 5

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



Good Governance Principles everywhere

Good Land Information → Better Land Policy → Better Land Administration and Management → Better Land Use

Sustainable Development for everybody and for our one planet

Source: The Bathurst Declaration FIG-Publication No. 22/1999 adopted by Prof. Holger Magel, 2007