Developing a Governance Framework

Prof. dr. ir. Joep Crompvoets

New York, 30 July 2018

The SDGs Connectivity Dilemma: Urban Settlements, Resilience, and Sustainability Forum conducted by UN-GGIM Academic Network
Governance Challenges

Governance: Process referring to structures, policies, actors and institutions by which an entity is managed through decisions and authority is exercised (OECD, UNDP, World Bank)

Governing urban settlements
- Multiple stakeholders
- Multiple sectors
- Multiple objectives
- Multiple disciplines
- Multiple administrative levels
- Multiple assessment criteria, e.g. Transparency, Accountability, Inclusiveness, Standards of Services, Adherence to Law, Participation, Collaboration
Governance Framework - Concepts

3 Mechanisms underpinning governance:
- **Hierarchies** *(Authority, Rules, Regulations)*
- **Markets** *(Competition, Pricing)*
- **Networks** *(Cooperation, trust, solidarity)*

Operationalization of Governance relies on certain instruments, i.e. specific management activities or structures

**Instruments**
- Structural – Creating new or changing structures
- Managerial – Procedures, incentives, and values for planning, monitoring and evaluating the use of resources
### Framework development - Instruments

<table>
<thead>
<tr>
<th>Structural</th>
<th>Managerial</th>
</tr>
</thead>
<tbody>
<tr>
<td>- S1. Establishment of coordinating functions or entities</td>
<td>- M1. Strategic planning</td>
</tr>
<tr>
<td>- S2. Reshuffling division of competences</td>
<td>- M2. Financial management: input-oriented</td>
</tr>
<tr>
<td>- S4. Regulated markets</td>
<td>- M4. Financial management: joined up working and cooperation</td>
</tr>
<tr>
<td>- S5. Systems for information exchange and sharing</td>
<td>- M5. Inter-organizational culture and knowledge management</td>
</tr>
<tr>
<td>- S7. Partnerships</td>
<td></td>
</tr>
</tbody>
</table>
## Framework development - Clusters

<table>
<thead>
<tr>
<th>Instruments</th>
<th>Hierarchy</th>
<th>Market</th>
<th>network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural</td>
<td>- S1. Establishment of coordinating functions or entities</td>
<td>- S4. Regulated markets</td>
<td>- S5. Systems for information exchange and sharing</td>
</tr>
<tr>
<td></td>
<td>- S2. Reshuffling division of competencies</td>
<td></td>
<td>- S6. Entities for collective decision-making</td>
</tr>
<tr>
<td></td>
<td>- S3. Legal framework</td>
<td></td>
<td>- S7. Partnerships</td>
</tr>
<tr>
<td></td>
<td>- M2. Financial management: input-oriented</td>
<td></td>
<td>- M5. Inter-organizational culture and knowledge management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- M6. Capacity building</td>
</tr>
</tbody>
</table>
Findings from applying framework from a GI-perspective

Emergence of a common model
Clear trends
Need for an integrated change process
Importance of a strategic plan
Legislation catalyzing governance change
Need for governance clarity (tasks, roles, power)
Being open to ‘open’ data
Diverse business models
Challenging inter-organizational culture and capacity building
Roadmap using Governance Framework

Contextual variables (e.g. politics, bureaucratic structures, etc.)

Governance space

Capacity
- M5. Inter-organizational culture and knowledge management
- M6. Capacity building

S1. Establishment of coordinating functions or entities
AND/OR
- S5. Systems for information exchange and sharing
- S4. Regulated markets

Planning
- M1. Strategic planning
- S2. Reshuffling division of competences
- S3. Establishment of a legal framework
- S7. Partnerships

Finance
- M2. Financial management: input-oriented
- M4. Financial management: joined up working and cooperation

Managerial NIA-instruments
Structural NIA-instruments
Feedback
Proposed Governance Framework facilitates the implementation of key structures, policies, institutions and to involve the right actors in the context of GI Management

**But,**

- **Governance implementation is context dependent**
- **Good governance is a combination of evidence-based and politics**