Developing a Governance Framework

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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

Structural	Managerial
- S1. Establishment of coordinating functions or entities - S2. Reshuffling division of competences - S3. Establishment of a legal framework - S4. Regulated markets - S5. Systems for information exchange and sharing - S6. Entities for collective decision-making - S7. Partnerships	- M1. Strategic planning - M2. Financial management: input-oriented - M3. Financial management: performance-oriented - M4. Financial management: joined up working and cooperation - M5. Inter-organizational culture and knowledge management - M6. Capacity building

Framework development - Clusters

Instruments	Hierarchy	Market	network
Structural	- S1. Establishment of coordinating functions or entities - S2. Reshuffling division of competencies - S3. Legal framework	- S4. Regulated markets	- S5. Systems for information exchange and sharing - S6. Entities for collective decision-making - S7. Partnerships
Managerial	- M1. Strategic planning - M2. Financial management: input-oriented	- M3. Financial management: performance-oriented	- M4. Financial management: joined up working and cooperation - M5. Inter-organizational culture and knowledge management - M6. Capacity building

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

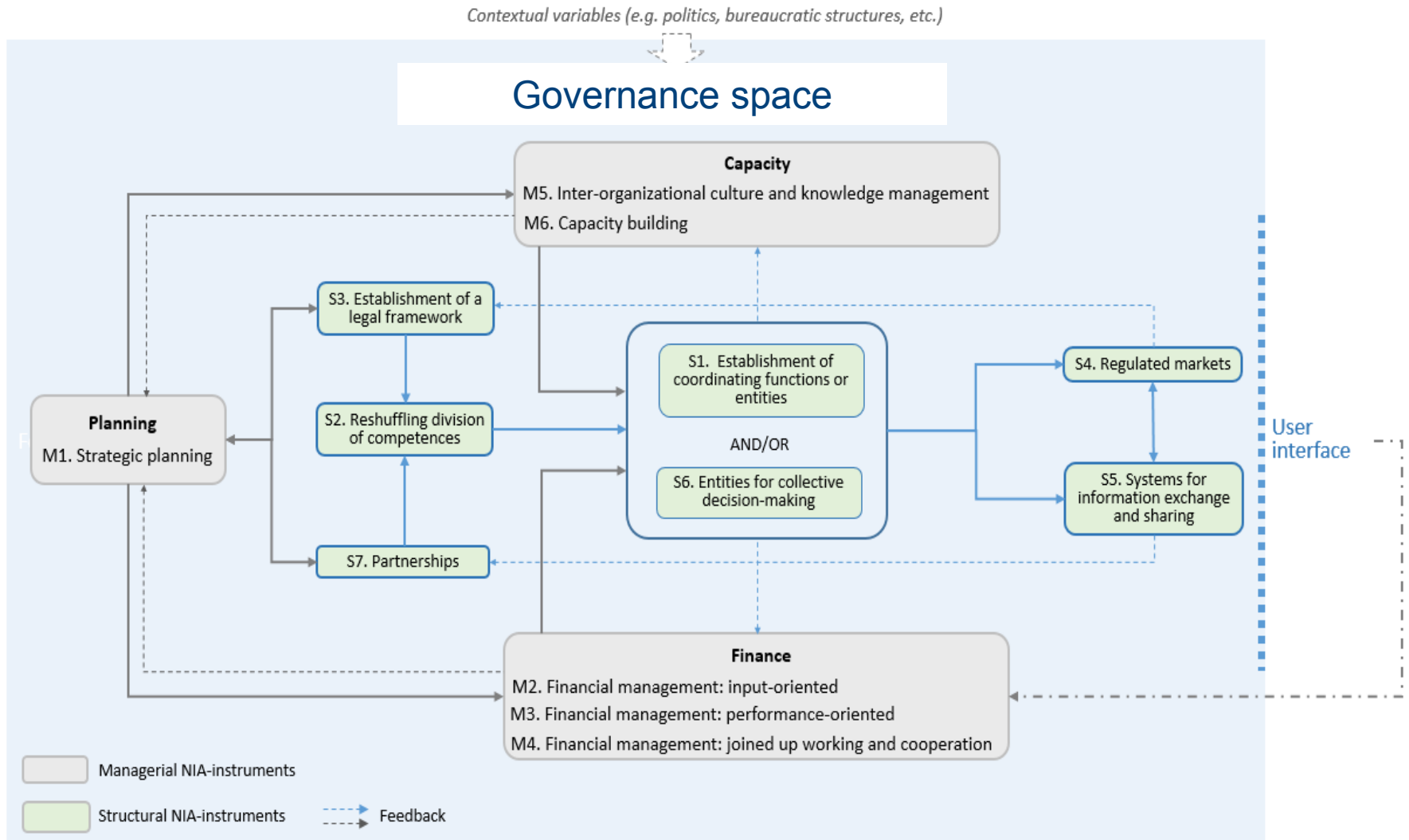Legislation catalyzing governance change

Need for governance clarity (tasks, roles, power)

Being open to 'open' data

Diverse business models

Challenging inter-organizational culture and capacity building

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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

S3. Establishment of a legal framework

Planning
M1. Strategic planning

S2. Reshuffling division of competences

S1. Establishment of coordinating functions or entities

AND/OR

S6. Entities for collective decision-making

S4. Regulated markets

S5. Systems for information exchange and sharing

User interface

S7. Partnerships

Finance
M2. Financial management: input-oriented
M3. Financial management: performance-oriented
M4. Financial management: joined up working and cooperation

Managerial NIA-instruments

Structural NIA-instruments

Feedback

Strategic ◄——————— **Management instruments** ———————► Operational

Take away message(s)

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*