

Strategic governance system in Poznań





Outline of the presentation

- Concept of governance and its application in Poznań
- Input of monitoring and evaluation system into strategic governance
- Governance indicators as a basis for measuring the efficiency of local government
- Main challenges for the future



Definition of urban governance

Urban governance can be defined as the sum of the many ways individuals and institutions, public and private, plan and measure the common affairs of the city.

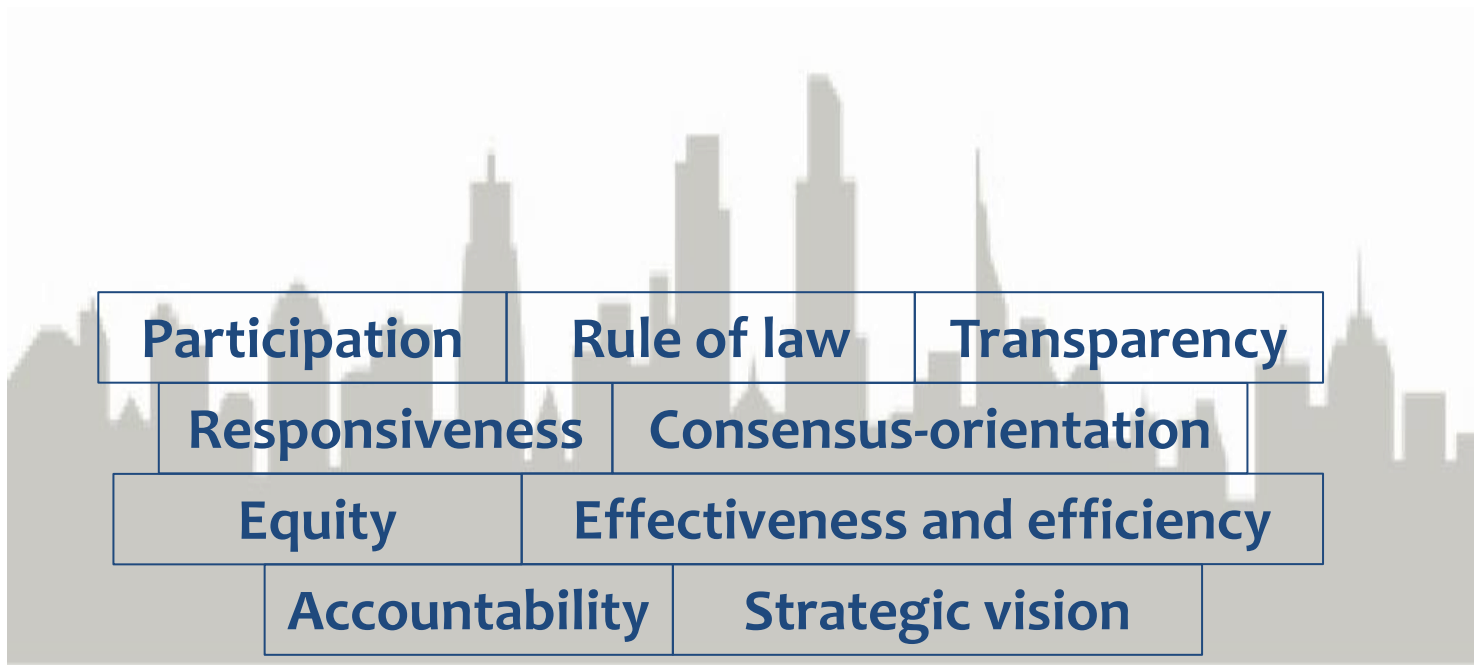
UN HABITAT

New Urban Governance: cities have to increasingly rely on advanced institutional capacities, democratic governance and effective management to address ever more complex and interrelated economic, social and environmental challenges while tapping into the potential benefits of new technological opportunities.

LSE City



Good governance – building blocks

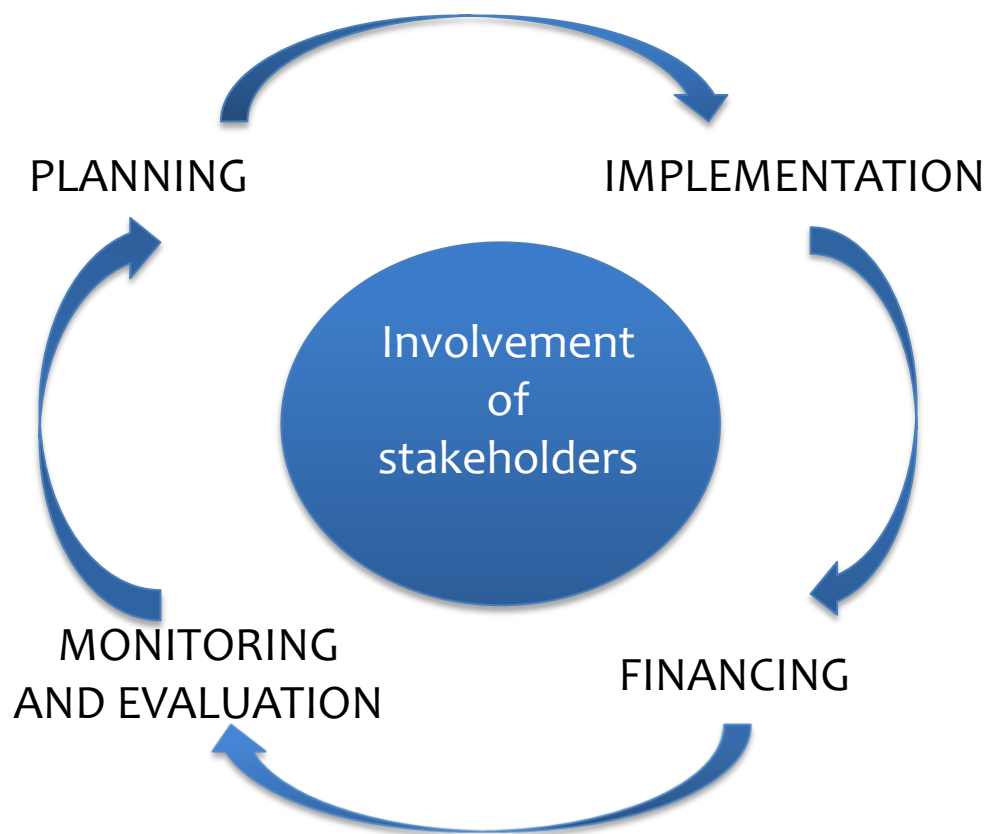




Strategic management cycle in Poznań

- involvement of internal stakeholders
- public debate
- measuring quality of life
- intervention logic
- baseline and target indicators

- measuring along intervention logic
- strategic value chain
- context and strategic indicators
- graphic communication of results



- strategic programme coordinators
- strategic committee
- project management system
- measuring and improving quality of public services

- input measurement
- activity-based budgeting with strategic action lines
- using external funds

Akademicki i naukowy Poznań

Cel główny:

Wzmocnienie pozycji Poznania jako ośrodka akademickiego
w kraju i za granicą.

Przewodnicząca programu: Anna Wawdysz – Wydział Rozwoju Miasta

CELE
OPERACYJNE

FINANSOWANIE

KARTA OCENY

Wzrost liczby studentów i pracowników
akademickich w Poznaniu, w tym w
zakresie nauk humanistycznych, społecznych
i przyrodniczych, w tym w zakresie nauk
technicznych i inżynierskich, w tym w
zakresie nauk medycznych i farmaceutycznych,
w tym w zakresie nauk artystycznych i
kulturalnych.

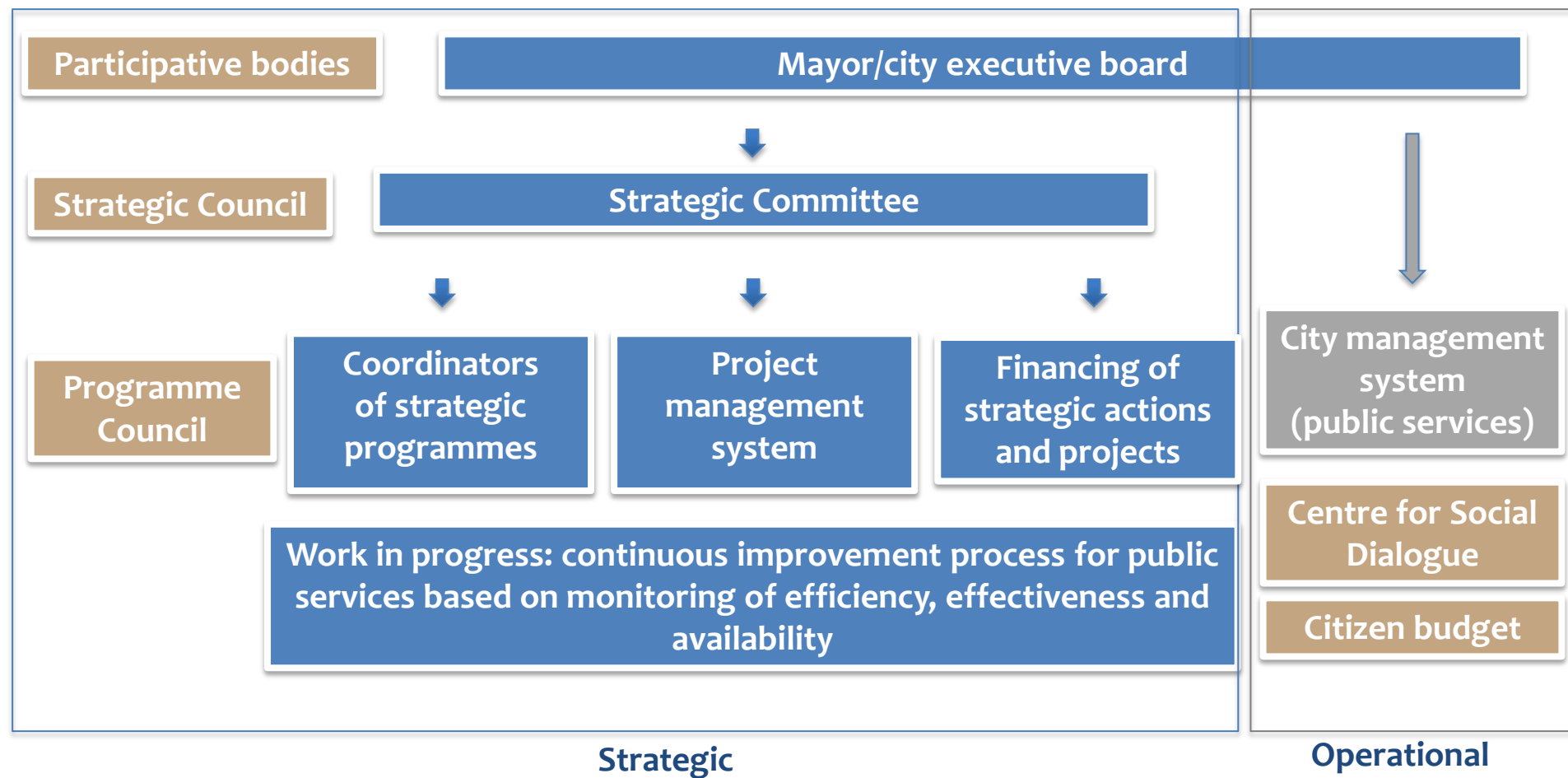


Wykaz przedsięwzięć
zrealizowanych na lata 2010-2020

1. Wykaz przedsięwzięć zrealizowanych na lata 2010-2020
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9. Wykaz przedsięwzięć zrealizowanych na lata 2010-2020
10. Wykaz przedsięwzięć zrealizowanych na lata 2010-2020



Governance structure in Poznań





Input of monitoring and evaluation into strategic management cycle

Phase	Input
Planning	<ul style="list-style-type: none">➔ Results of monitoring and evaluation of previous periods➔ Strategic update every 4 years➔ Trend analyses➔ Measuring strategic change (context and strategic indicators) contrasted with challenges



Input of monitoring and evaluation into strategic management cycle

Phase	Input
Implementation	<ul style="list-style-type: none">➔ Measuring progress (yearly reports, strategic committee, project management system)➔ Changes in target indicators➔ Communication of results➔ Periodical updates/minor changes



Input of monitoring and evaluation into strategic management cycle

Phase	Input
Financing	<ul style="list-style-type: none">➔ Planning inputs – multi-year financial perspective and activity-based budget➔ Measuring inputs (yearly reports, strategic committee)➔ Comparing inputs and results for strategic programmes



Measuring progress along intervention logic



Questions:

1. Do planned actions contribute to operational objectives?
2. Will implementation of operational objectives let achieve the strategic goal and the planned change?



Using monitoring results in governance and management

- Fact-based policy (important easy communication)
- Decision-taking at different levels
- Public debate – transparency
- Awareness of internal stakeholders – institutional learning



Good governance indicators

according to Urban Governance Indicator:

- Input
- Performance
- Process (participation)
- Perception
- Output
- Outcome



Good governance indicators

according to UNCHS Expert group:

- Consumer satisfaction
- Openness of procedures for public contracts
- Equity in tax system
- Sources of local government funding
- Percentage of population served by services
- Access of public to stages of policy cycle
- Fairness in enforcing laws
- Incorporation of excluded groups in the consultation process
- Clarity of procedures and regulations and responsibilities
- Existing participatory processes
- Freedom of media
- Autonomy of financial resources



Good governance indicators

according to LSE Cities: concentration on local government performance:

- Natural determinants
- Citizen-related determinants
- Institutional determinants
- Legacy determinants

designing a performance evaluation model taking into account complex organizations and external factors may be impossible



Poznań score on good governance indicators

Indicator	Application in Poznań
Input (resources)	<ul style="list-style-type: none">+ Financial resources measured+ Planned in advance– No full budget for strategic programmes/strategy
Performance (quality of public services)	<ul style="list-style-type: none">+ /- Work in progress: measurement of quality, accessibility, efficiency+ Regular measurement of quality of life, connected with strategic programmes+ Integrated into city general management system– No benchmarking for public services



Poznań score on good governance indicators

Indicator	Application in Poznań
Process (participation)	<ul style="list-style-type: none">+ Participation at strategic planning phase+ Consultation/participation concerning some public services+ Citizen budget– No participation at decision-making concerning financing and budgets
Perception (satisfaction of citizens)	<ul style="list-style-type: none">+ Regular research on quality of life in Poznań+ Planned monitoring of quality of public services– No regular customer satisfaction measurement



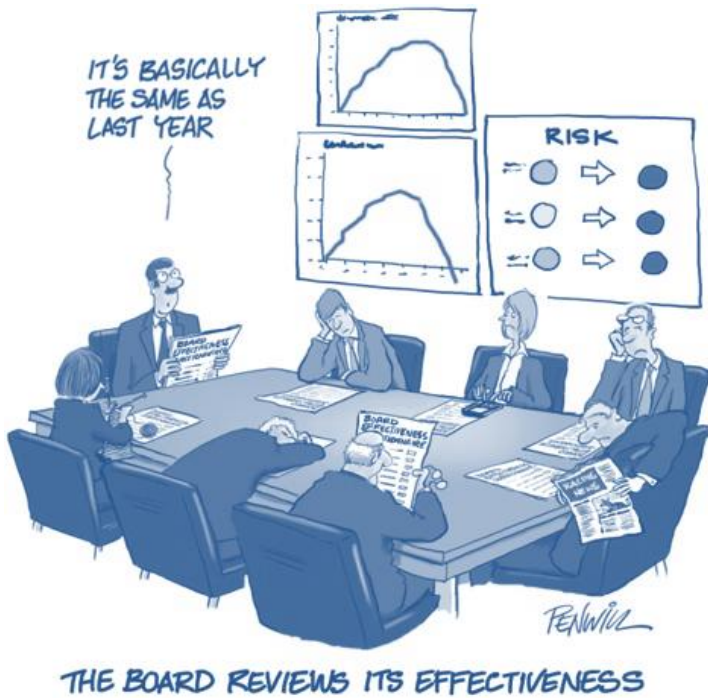
Poznań score on good governance indicators

Indicator	Application in Poznań
Output (product)	<ul style="list-style-type: none">+ /- Measured at the level of strategic actions, but together with outcome (strategic indicators)+ Target values+ Comparison with context indicators and planned strategic change- No clear division between outputs and outcomes of strategic actions
Outcome (result)	<ul style="list-style-type: none">+ /- Measured at the level of strategic actions, but together with outcome (strategic indicators) – stronger concentration on outcomes+ Target values+ Outcomes connected with objectives, no context indicators+ Comparison with context indicators and planned strategic change- No clear division between outputs and outcomes of strategic actions



Main challenges for the future

- Further development of the monitoring system
- Introduction of evaluation activities
- Full monitoring of public services
- More participation
- Development of financial strategic planning
- Building links between strategic and operational management and governance



Thank you for your
attention

