

Urban Governance and Development Management (UGDM)
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Lecture – 52
Essential Competencies of City Managers

Welcome to lecture 52, in this week we are basically discussing few aspects of the city manager's competency, so that at the individual level you can develop your own skills and competencies and excel in your professional area, so here last lecture in the lecture 51, we started the discussion on the city image and how the city image can work excellently along with a image of a individual person.

So, as a city manager whenever you will be working or you will be serving in the urban sector, the image of a city definitely is a very big element which creates a kind of environment where a city attracts investment, a city delivers better services etc., etc., but it is possible if an individual, all the individuals who are working for the urban government they deliver good services and it is also possible if they are competent.

Now, what is the set of competencies required to deliver that good service or good government that we need to know, so that is what we are going to discuss in today's lecture.

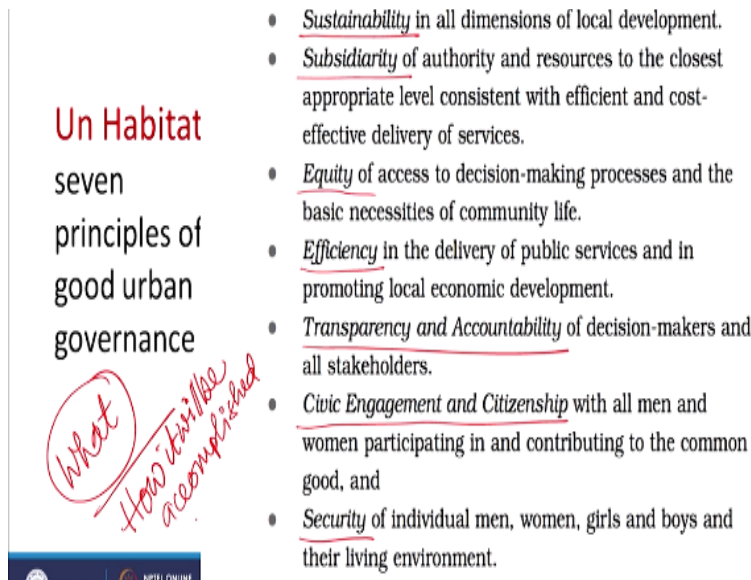
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Contents

- ❖ Connecting competencies with core values
- ❖ Key competencies for improving urban
governance
- ❖ Developing key competencies

So, this, in this lecture we are going to discuss how the competencies are related with the core values of the municipalities or the urban government, then what are the key competencies for the for improving the urban governance and how you can develop the key competencies at your individual level.

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The slide features the text "Un Habitat seven principles of good urban governance" in a serif font. To the right of this text is a bulleted list of seven principles, each with a red underline. Handwritten in red ink are the words "What" in a circle and "How it will be accomplished" with a line pointing to the list. The slide also includes a small logo at the bottom left and the text "NPTEL ONLINE" at the bottom right.

Un Habitat
seven
principles of
good urban
governance

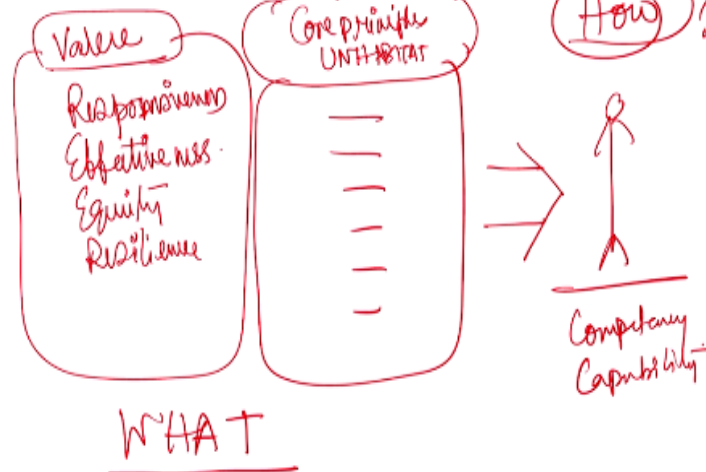
- Sustainability in all dimensions of local development.
- Subsidiarity of authority and resources to the closest appropriate level consistent with efficient and cost-effective delivery of services.
- Equity of access to decision-making processes and the basic necessities of community life.
- Efficiency in the delivery of public services and in promoting local economic development.
- Transparency and Accountability of decision-makers and all stakeholders.
- Civic Engagement and Citizenship with all men and women participating in and contributing to the common good, and
- Security of individual men, women, girls and boys and their living environment.

So, in the beginning in the lecture; second lecture please recall that we showed this slide that were I showed you that the 7 principles of the urban governance which is given by United habitat, I am not describing again but I may request you to recall the points sustainability, subsidiarity, equity of the access, efficiency, transparency and accountability, civic engagement and the security.

Now, these are basically what is the; what component of the urban governance, now, if I asked this indicator that how it will be accomplished then definitely, you need to answer that an organisation need to be capable enough to develop or to deliver this.

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Core value and competency

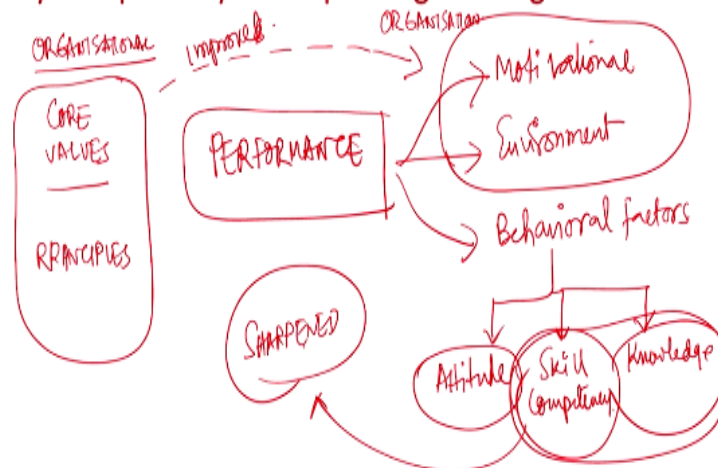


So therefore, this core value, so this core value of say responsiveness, effectiveness, equity, resilience so these are the core values we discussed in the beginning and then we discuss the core principles given by the United habitat; UN habitat, so this core principles there are 7 principle I just showed you principle, now basically, these are what component that what is the attributes of the urban governance?

Now, this will be answered through the like how we can accomplish, so if you basically as this how basically it is the competency of the people who are working, so competency, capability of the people who are working or who will be delivering these services.

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Key competency for improving urban governance



And another dimension of this competency is that we told you that for performing anything, if we see from an individual performance level, this also we have discussed earlier I just remind that so in the individual performance level also 3 things are required, number 1 is the motivational factor, environment factor and then behavioural factors and the behavioural factors again is a combination of 3 aspect.

One is its attitudinal component, one is skill component or competency competent; component and another is the knowledge component, right now, you know that we have discussed the motivational component and environment component is something which is done at the organisation level and on the other hand; other side, we got the organisational core values which we discussed core values and the principles of work and core principles of urban governance.

So, this core values and core principles basically improves the motivational level, environment level of the organisation by which a performance can be improved, so this definitely improves but at the individual level, at the personal level it is a behavioural factor which basically helps where we find the attitude, skills and competency and the knowledge factor which matters so, therefore this attitude, motivational and environmental conditions.

Since these are very difficult to change at the individual level, it is the knowledge and the skill competency which can be changed at the individual level which can be sharpened to improve the delivery at the individual level, so we should definitely list out the competencies at the individual level which is essential.

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Key competency for improving urban governance

1. Representation — to represent citizens
2. Communication — Organisation
people
groups
3. Facilitating
4. Using power — (local) — Misusing power
Abusing power
5. Decision making
6. Policy making — Discretion

Now, so there are few competencies which is represented by the United Nations habitat section, so I would like to share that with you, so that you understand that what are the basic competencies essential to improve the function of the local government. So, first is representation; representation is the ability to represent a group of people, now when you are working as an elected representative or an engineer or an architect or planner or an executive officer or commissioner.

Basically, you representing the local people, the citizens through an organisational setup, so it is ability to represent the citizens, right. Second which they mention it the communication, the communication skill is very important, so that you understand what the expectation of the people, expectation of the higher government like state and the central government or the funding agency and you can communicate what you can do or you can deliver or you can offer.

So, communication with the organisation, communication with the people and communication with the groups, so we had a little discussion with the interface with the people and interface with the organisation earlier even though will definitely have dedicated lecture on an improving the communication skill for the individual level that will discuss later on, so representation and communication is the basic 2 competencies given by the United habitat.

Third is the facilitating; the meaning of the facilitating is that when the government people they are not doing something directly or not helping somebody or some group directly by giving money or by giving something but facilitating the process either by making some law either by making some creating some better environment to work, so that indirectly any group or any individual get some boost to perform that particular function.

It is like not direct help therefore, here in this process, no money is involved or no expenditure is involved by the government but due to the creation of a better environment or creation of a better legal set up or legal provisions, the organisations companies individual they can perform better, so facilitating is another very important function at the local level as well. Then, using power, you know that after the 74th Constitutional Amendment and the State municipal act, now every local government enjoy the power of a government.

And they can make their own rules and regulation, now when we come to the using power at the local level, we have seen that in the local level, there are cases of misusing power or abusing power, so these are just reverse of not using a power effectively, when a power is given or authority is given to some individual or some organisation, if they use that power effectively as per the given mandate definitely, a good outcome will be there at the end of the day.

But which is sometimes does not happens, using power at the individual level is also important, we have seen that in local government level, even a clerk can misuse or abuse the power when he does not work, does not want to use the power effectively or there is little amount of supervision or the some kind of different situation or environment, so that the using power is not happening in the urban local government level.

In those situation, people suffer a lot, it is the miserable condition of the people which happens, so representation, communication, facilitating and using power is the fourth competency, now fifth is the decision making. When you work at the urban level and urban government level, it is not only that desk work which is sufficient, you have to work with the people, you have to work with the groups.

You work with the funding agency, you have to work with the technical people working in the organisation, you have to work with the bureaucrats even elected representatives, so therefore you have to take decisions time to time every day every moment, so how you make your decision, do you follow the decision in a proper framework or proper method or process that is a question? Now, decision making; there could be failure of the decision, there could be wrong decisions taken but decision making is a continuous process.

So, we will have definitely a dedicated lecture on the decision making, this is very important part of a urban governance. Next is the policy making, now when the decisions are made day to day management of the urban affairs, now in urban government needs a long term policy or the detection for the development of that particular area, in that regard an individual also need to think beyond the current scope of the work and see for the future and make or bring policy to the appropriate level discuss and discard those policies and make the policy appropriately.

So that can detect or show some light, the best cities what we have seen or what you have experienced in our country or maybe in our; in other countries, all the countries if whatever we are seeing right now the; it has not happen in one day definitely, there were some people who could see the future better than us and they could make some policy, they could take the decision day by day to fulfil that policy to fulfil that dream.

So that is it is required and it is essential to bring a city condition from a not so good condition to a better condition, good condition or excellent condition, so policy making is something like making a detection of the city, so representation, communication, facilitating, using power, decision making and policy making which is basically direction, these are essential, these are fixed competencies required for improving urban governance.

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Key competency for improving urban governance

7. Enabling
8. Negotiation *I win - You win*
9. Financing ✓
10. Overseeing ✓
11. Institution building ✓
12. leadership *→ Forseeing the future
→ leading
→ Empowering*

There are 6 more competencies I would like to share with you, next is enabling. We have talked about the facilitating where government people, they are not giving money, not giving any direct help or subsidy or anything but they are creating some environment by which they can deliver some service, any organisation or individual. In the enabling mode, they can help people to do some work.

For example, in the municipalities, there are various groups like Cecil field groups, small community based organisations, businessmen's organisation, they can enable them by giving some power some delegation and also some amount of financial allocations, so that they become empowered to deliver some particular services and this is something different than the facilitating.

In the facilitating they directly do not give money or any power but they create and working environment, in enabling they definitely help somebody to perform better or to improve their performance, then negotiation. We have talked in details that negotiation is all about resolving conflict whenever you work in urban sector and a since our countries very much diverse and within a small city also, there are diversity in terms of the economy groups, diversity in terms of the social groups, diversity in terms of the geographical variations.

So, whenever there are diversities and we want to make the development in the city, there are differences of the opinion and there are conflicting areas, to avoid and to resolve those conflicting areas, you need to negotiate with the people. Now, negotiation is basically making a situation where you can say I win and you also win, so in this situation, there is a win-win situation between the government and the citizen, all groups of the citizen.

So, negotiations process needs a particular skill and competency by an individual that is what is required, so enabling a negotiation is another very important function. Financing; you know that nothing can be done without finance, you can make policy, you can make decisions, you can do anything but without the actual resource which is required to create infrastructure to provide services, it is not possible.

So, financing means you have to think innovatively how you can bring money, how you can augment the revenues and how you can utilise the revenues and the money in a better method in a transparent way, in a equitable way, so that at the end of the day, the output is become much more valuable than the input in terms of the money spent, so financing skill is a very important skill of the urban and the city managers.

It is irrespective of the cadre, like it is essential for the representative, political executives, it is essential for the administrative persons or the functionaries and the technical persons as well, so financing is important aspect for as a skill, next is the overseeing; overseeing that as a leader of the team, how you are supervising or overseeing the work of the others now, it may be possible that you are a very efficient person who delivers the work on time.

But how you are taking your team to deliver a particular job that is also important, so at the end of the day your overseeing skill or supervising skill is also important as a city manager. The next is the institutional building, every city manager also has to think to build institution, we told many times that in 1992 74th Constitutional Amendment act came and it made the basis or the foundation of the municipal government.

But it is not only the act which made the municipal government as an institution in one day, so there are many people who actually took decisions day by day to create a better organisation to enhance the capability of the organisation in terms of the manpower, in terms of the equipment, to construct new buildings, to construct new campuses to improve the organisation by better process and systems as we discussed in several lectures.

So, these are the process of making an institution, the urban government has a better institution to deliver, there are municipal governments who are now having dedicated sale for the disaster management, there are the institution who have dedicated sale for the research and organisation, there are institutions or the municipal government who issues the public bond or the shares in the market.

So, you can understand that it has not happen in one day, there are people who can foresee who can create that institution day by day, so institution building is also another very important task when you fulfil the other task, so enabling, negotiation, financing, overseeing and institution building is another set of the very important task or the skill. Last is the leadership, so everything will fail unless you do not have a better leader.

Now, when you say about the leadership, it is not the political leadership as only definitely, political leadership is a very important part of a municipal government because the elected representative they are basically coming and elected by the citizens and the people and they are they can definitely direct the policies, decisions, projects everything towards the requirement of of the people.

But for the day to day management of the urban government, it is the functionaries, technical persons and other people who are making the leadership successful, so at your level whenever you are working as a group, it is your leadership within your scope of work which matters for the performance of your section or of your group so, leadership is very much important, leadership is something which is foreseeing the future leading the people and encouraging right.

So, these are the 12 basic key competencies or skills set which is required for a city managers. Now, I would like to share some very interesting lines or catch lines which is which I have taken again form a United habitat document just to have a glimpse that how they have defining; trying to defining this skill set, starting with the representation. I will not discuss this but just have a look.

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Representation

*The art of leadership is to act as a
representative of a much larger constituency
than those who voted for you.*

Peter Parker Former Chairman of British Rail

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I hope you got the meaning that representation is not only representing the people who have voted me, representation is that representation of the land whoever is there in the land whenever I am in the chair, I am supposed to represent the whole people, whole land, whole mother art.

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Communicating

*Nature has given us one tongue, but two ears,
that we may hear from others twice as much as
we speak.*

Epictetus Roman Philosopher

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Second communication, so here the key word is that listening; effective listening, now another with this I have; I can share with you that effective communication depends on the effective listening and listening is not what other person is saying, what other person wants to say that is the basic difference between the effective listening and the listening, so that is the basic thing what they are also mentioning.

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Facilitating

*When one is helping another,
both are strong.*

German proverb

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Third facilitating, so in the the facilitating when you are helping others both of you are becoming strong.

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Using power

*One of the great challenges of leadership is to
develop harmony between service and the
power that is necessary for the exercise of
leadership.*

Keshavan Nair 20th Century Indian Author

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Then the using power, you can see the one of the great challenges of the leadership is to develop harmony between service and the power that is necessary for the exercise of the leadership, so using power I have discussed in a better way, in an effective way and this line is taken from one of the Indian authors writings.

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Decision-making

Decisiveness is "biting through" the entirety of the situation and not nibbling around the edges, or just pulling off what is loose around the bone.

Bob Messing 20th Century American Author

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Then, decision making, just go through the lines, right.

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Policy Making

The village which is not discussed is not built.

African proverb

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So, next is policy making, so it gives a message that policy making is all about inclusiveness of the people, so we have to include every people when you make a policy.

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Enabling

In the long history of humankind those who learned to collaborate and improvise most effectively have prevailed.

Charles Darwin, 19th Century English naturalist

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Enabling; so enabling is basically to enable somebody to perform something by giving some help by collaborating.

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Negotiating

Blowing out the other person's candle won't make yours burn any brighter.

Arabic proverb

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The, negotiating, so the negotiating if you approach with a I win, you lose approach, you will never succeed, in negotiation definitely your approach should be I win and you win, so therefore you can understand, the same thing is written in this proverb.

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Financing

*If there is no oil in the lamp,
the wick is wasted.*

Cambodian proverb

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Financing, so very nicely written that if there is no oil in the lamp, the wick is wasted, so whatever you do, whatever you think or decide without the finance or the resources, you cannot do anything.

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Overseeing

*To paraphrase a nineteenth century Hungarian
chemist, "Overseeing is seeing what everyone has
seen and thinking what nobody has thought."*

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Overseeing, so it is written very nicely that what everyone has seen and thinking what nobody has thought, very nicely written, so that is overseeing by a leadership position or by city manager.

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Institution building

*We will be forever known by the tracks we
leave.*

Dakota proverb

Institution building so, basically every individual person they, whenever they work as a city manager in the city government they will keep some track, they will keep some footsteps what the others follow, so that is the your contribution in the institution building in your organisation.

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Leadership

*You cannot choose your battlefield,
the gods do that for you.
But you can plant a standard,
where a standard never grew.*

Nathalia Crane Early 20th C. American Poet

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Leadership; so this is another lines given by some poet, so these are the very important lines given by the United Nations, so having said that I tell you that definitely, we do not have the time to have a dedicated lectures on the each and every competencies, some of the competencies we have already discussed like leadership and everything but some of the competencies like communication, negotiation definitely we will have a dedicated lecture.

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Developing key competencies

- ❖ Awareness and practice
- ❖ Reflective learning
- ❖ Exposures and eagerness to learn
- ❖ Taking risk and grow
- ❖ Think out of box

Now, how we can develop the key competency, the first one is the awareness and the practice, you have to be aware about the skill set which is required as a tool to develop yourself and to develop your performance of your organisation and the new practice, do not be fearful about the practising of your skill set, some of us whenever we get new skill set but we are fearful, when the computer came, some of us we got the training at the coaching.

But we were sceptical about using the computer, so do not fearful about practising the new skill set. Reflective learning; it is not that what you are learning that is the only learning in the world, so whatever others are learning try to learn from them, they may be younger than you, they may be older than you but that learning is important that is called reflective learning that is a learning which is reflected in others practice that is reflective learning.

Third is the exposures and the eagerness to learn nowadays, all the informations are available in the web before coming to the web page, there was a time when getting a particular information about the development or anything, it was very difficult because physically you have to go to the municipalities or government organisations but nowadays, most of the informations are available.

But those informations are theoretical information which is not sufficient every time at there are times then when you have to visit the places or the cities to get better exposures and to learn

from the actual happenings what is happening in other cities, other regions or other countries or even within our country, in other states other cities and then you learn and apply and contextualise.

Taking risk and grow now, risk taking is important whenever we get a salary, whenever we are in a comfort zone, we do not want to take the risk but think very carefully that it is you who, I mean if you do not take the legitimate risk on your work, basically you do not grow and if you risk, if you take risk, you may fail but that failure will definitely give a basis or the foundation of you grow and the further developments.

So, taking risk is important but be brave enough be confident enough to taking this and perform better that will differentiate you than the others and you can make a foot step and you can keep a track of your work that is what is required and please think out of box, whenever you see a problem, try to solve the problem from the given, indicators are given situation and beyond that that is what is required for thinking out of box.

In the end of this course, we will definitely show some best practices where we will mention this points as well but please follow this few points which will help you to develop your key competencies so that you can perform better and grow. So, having said that I would like to summarise today's discussion, so today we discuss that for performing or for creating a better government, we need to connect the core values with the core competencies at the individual level of the city managers.

And for the city managers, we talk 12 key competencies which is given by the United; UN habitat, those key competencies are required for improving the urban governance at every level, so few of the competencies we will discuss later also has a dedicated lectures, so today it was just an overview of the key competencies required and we told you that you can improve the key competencies if you are aware and practice the competencies.

If you take the risk to grow your skills, if you get the exposure from the others learning and the others visit of the other places like that so that way you can, it can help you to grow and better perform better.

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Next LECTURE

53. Problem Solving and Decision Making

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Next discussion will be on the decision making, today we have told you that decision making is very important task of a skill of a city managers, so we will have a dedicated lecture on the decision making, so next lecture will be dedicated for the problem solving and the decision making, so with this I extend my thanks to you.