
Participatory Urban Governance And Institutional Capacity Building For Improving Service Delivery: A Case Analysis From A South Asian Medium Size City

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Where is Bangladesh?



The Urban Story



-) Medium size city
 -) Population of more than 1 million people & the growth rate is 5% per year.
 -) The area is approximately 70 sq. km and the low-income households are approximately 30% .
 -) Khulna was declared as a municipality in 1884.
 -) Became City Corporation in 1984.
 -) Initial industrialization took place in the 1960s
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Participatory Governance:

How “Politics” plays a critical role in urban and regional decision making?

Some Regional Stereotypes



)) For better FDI, we have to make everything possible in Dhaka, no matter whether we would cut our budget from other sources

)) Dhaka is the and will be the center of everything

)) When we have so much problems or issues, better we would think for Khulna later.

)) Most of our ministers are from Dhaka or from eastern part of the country. So it is an usual practice of development.

Participatory Governance:

How “Politics” plays a critical role in urban and regional decision making?

Some Counter Arguments



)) Khulna is well connected with 2nd largest sea-port.

)) As it is near to World Largest Mangrove Forest, so could be a good and attractive transit point for the tourists.

)) This is one of the biggest regional cities in Bangladesh.

)) Close to Indian border, so could be a good regional center for international trade and business.

BIG City-SMALL City Games

Surely large cities will play a significant role in absorbing the future anticipated growth. But despite popular images to the contrary, a large portion of urban population growth will take place in far smaller cities and towns.

However, effective (participatory) governance is prerequisite to manage this phenomenal urban transformation. Large cities will play the most significant role in absorbing this anticipated growth. Nevertheless for the foreseeable future majority of urban people will continue to live in smaller and medium sized cities.

Cohen, B. *Small cities, big problems*. Issues in Science and Technology. 2004, Spring.
<http://www.issues.org/20.3/realnumbers.html>

Popular Prescription from the WB in early and mid 90s

Privatization is the ultimate solutions for countries like Bangladesh (low income country); solutions for everything.

SO DO IT.

...but not everything was bad

- (a) WB tried to focus on local government rather than only central government
 - (b) several decentralized initiatives took place
 - (c) the concept of PPP became familiar among the people
 - (d) the central government felt sort of challenged what helped to shape their new urban politics.
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Stakeholders for New Urban Politics in Khulna

(Spatial focus on Nirala Neighborhood Area)

- Khulna City Corporation (KCC)
 - Nirala Neighborhood Dwellers
 - Local Politicians
 - Nirala Jana Kallan Shamity (Nirala Peoples Welfare Society-NJKS)
 - NGO
 - Schools
 - Religious Institutions
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Participation Matrix

.....and its methodology

Conflicts of interests among the stakeholders during methodology development stage

- (a) what would be the expected and legal level involvement
 - (b) role playing (incl. influencing capacity of decision making)
 - (c) social networking (incl. interrelationships)
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Indicators	N.J.K. S	K.C. C	N.G. O	Scho ol	Madra sha	Mas hjid
Eagerness to participate	5	5	4	1	1	3
Adequacy of rules and regulations	3	5	4	1	1	1
Transparency of budget formulation, revenue, and expenditure	5	3	3	4	4	4
Access to information and process	5	4	4	3	3	3
Mechanisms to determine the needs and aspirations of residents	4	4	3	1	1	1
Adequacy to budget allocation for basic services	1	3	3	1	1	1
Use of mass media for public consensus building	3	3	4	1	1	4
Collection of taxes, revenues and service charges	4	4	5	5	5	2
Concern regarding municipal service promotion	5	5	3	1	1	4
Social acceptance regarding awareness building	4	4	3	2	1	5
Total	39	40	36	20	19	28

(Multiple) Learnings

- (a) PPP Process Planning or Participatory Urban Governance is not an easy task;
- (b) Importance of Institutional Capacity Building at different scale.
- (c) People themselves could be the biggest capital of making the change happen, but for that they should to be informed, empowered and involved
- (d) And a comprehensive understanding of new developmental ideologies and their core ethics;
New Urban Politics, New Urban Management