

Complementarity of Urban Leadership and Community Involvement (CULCI)

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Focus of my considerations

- Is it **by change** that we are confronted with attempts to strengthen
 - urban leadership **and**
 - community involvement**at the same time?**
- What is the reason for this simultaneously arising attention?
- Both issues concern **governability!**
How can (a more) effective and legitimate policy-making be achieved?

Structure of the presentation

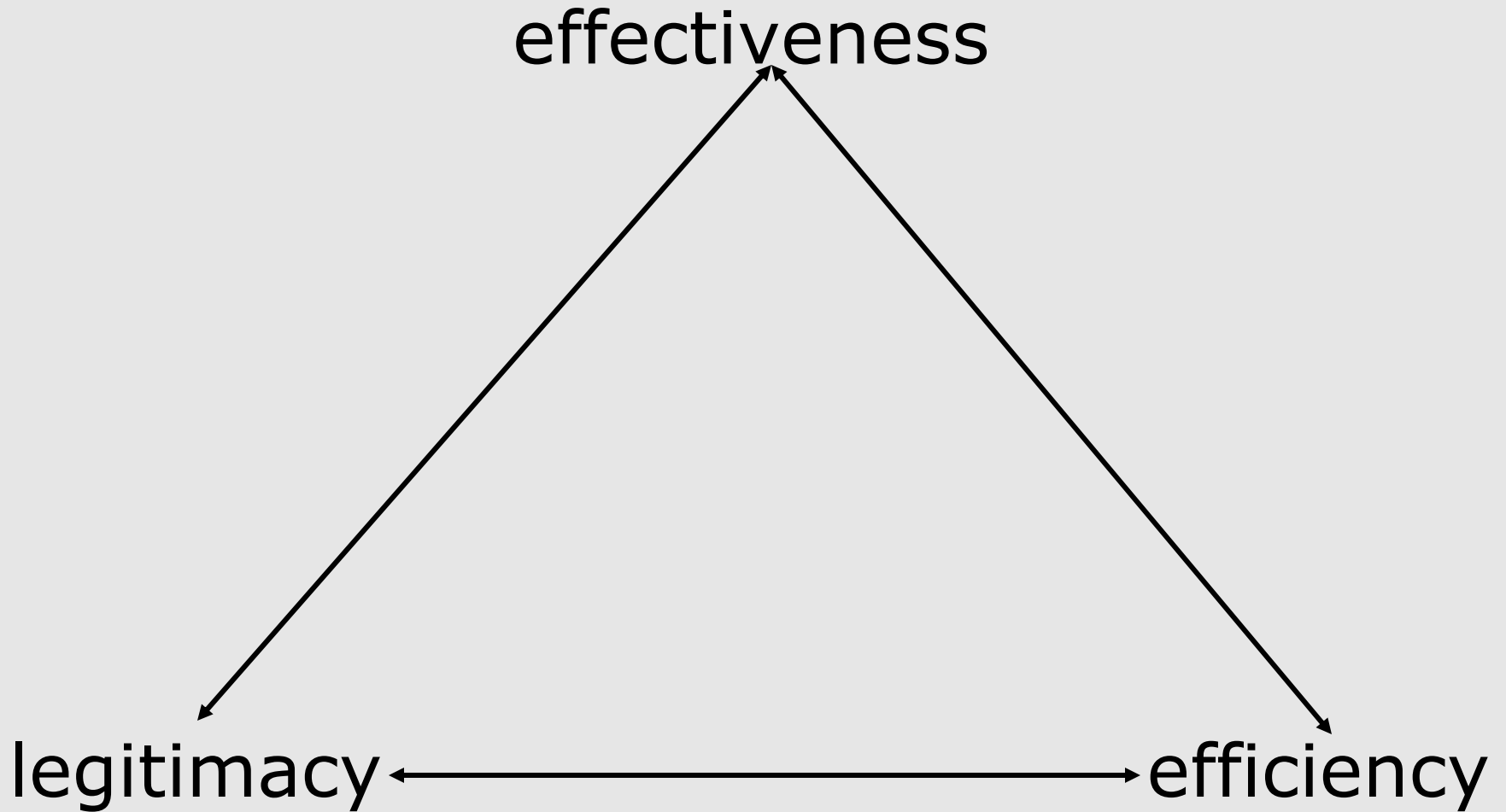
- endogenous problems of governability and different forms of democratic legitimation/legitimacy
- core issues of leadership and community involvement
- leadership and community involvement and the 'three worlds of political action'
- *(some remarks on performance – and how to measure it)*

What does governability mean?

- Governability should be related to *endogenously, i.e. politically determined* constraints and opportunities of policy-making to realise what is desired and known by actors and commonly achievable by them (Scharpf)

endogenous problems of governability

1. Are political decisions and their implementation achieving the effects or objectives that are intended? (**effectiveness**)
2. Are policies accepted and supported by the social environment of the political system? (**legitimacy**)
3. Are political decisions making the best use of given resources (time, funding etc.) or are able to mobilise others? (**efficiency**)



different discourse communities

- NPM-modernizes
 - responsiveness by **choices**
 - the citizen as a customer
- 'traditional' modernizes
 - accountability and sanctions by
 - the citizen as a voter
- 'alternative' modernizers
 - responsiveness by '**voice**'
 - the citizen as a 'homo politicus'

effectiveness

responsiveness

responsiveness

'alternative'

modernizers

'voice'/ the citizen
as a voter

NPM-

modernizers

'choices'/ the
citizen as a
consumer

accountability

legitimacy

efficiency

'traditional' modernizers

'vote'/the citizen as a voter

Different forms of democratic legitimation

	<i>Principle</i>	<i>criteria</i>	<i>phenomena of crisis</i>
<i>Input-legitimation</i>	Participation	Consent	Trust in political institutions
<i>Throughput-legitimation</i>	Transparency	Accountability	Opaque institutions etc.
<i>Output-legitimation</i>	Effectiveness	Problem-solving	Policy failure etc.

core issues of leadership

- Increasing trust in political institutions by
- clearer (personal) accountability (**political leadership**) and
- securing efficient problem solving (**executive leadership**)

*Criteria for entitlements of **political** leadership*

- endowed with
 - political resources, influence and representative functions that are not available to other actors as well as
 - an overall responsibility for urban policies
- publicly visible in what they are doing and accountable to the citizenry or its representatives and controlled by public communication

Not every member of an urban elite can be a political leader but usually every political leader is a part of the urban elite!

core issues of community involvement

By community involvement policy objectives can be

- defined in a (more) legitimate way and
- implemented (more) effectively by
 - taking concerns of the policy addressees seriously,
 - mobilising their resources (financial means but also knowledge), and
 - securing their willingness to follow or to support a policy initiative.

Criteria for entitlements of community involvement ?

- How to define qualities and resources that entitle actors to participate (to be involved)?
- They are appropriate/**needed**
 - **to solve a problem** and/or
 - **to resolve a conflict!**
- Does (just) effectiveness matter – or legitimacy and “ethics” as well ?
(which will be addressed now)

Leadership

community involvement

strengths

weaknesses

- clearer accountability
- efficiency
- common/general interests

- * unclear accountability
- * talking shop
- * social selectivity

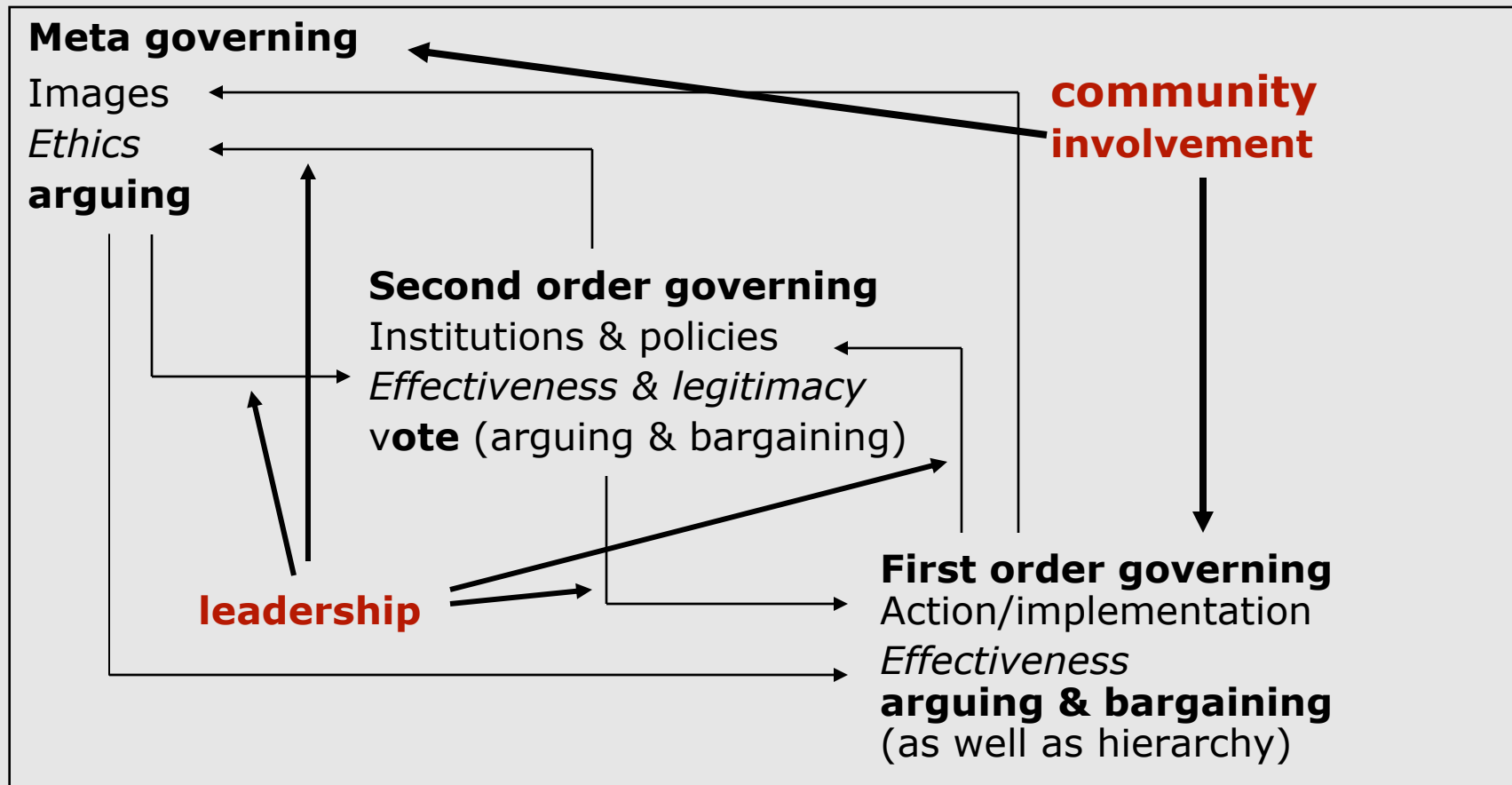
weaknesses

- authoritarianism
- populisms
- simplification of problems

strengths

- * taking concerns into account
- * mobilising knowledge
- * sensitive towards externalities

Three governing orders or 'the three worlds of political action' – and CULCI



Assessing the performance of partnership by policy challenges

- **Substantial challenges:**
 - * redistributive character
 - * complexity of pursued/implemented policy
- **Procedural challenges:**
 - * scope and active engagement of actors
 - * their willingness to “see themselves in a different way” (i.e. to learn)
- **Institutional challenges:**
 - * institution building
 - * capacity for adaptability and dynamic change