

Facilitating Governance Structures

Harsha Fernando
Attorney at law

Infrastructure Governance

- Manner in which infrastructure services are made available
- Crafting good policies and implementing them effectively, efficiently and consistently
- Right Projects; cost efficient & affordable; trusted by the citizens
- Well managed Projects; completed efficiently, effectively and in a timely manner

Why governance matter in Infrastructure Project

Infrastructure Summit 2016

- Wide scope of impact; directly affects communities
- Planning and implementation with multiple actors across different levels
- Long term irreversible “consequences”
- Challenges in financing and procurement
- Mismatch between project/business cycle and political cycle
- Absence of the discipline of market economics - how to bring quality, access, efficiency, innovation?

Good “governance framework”

- Cascading system of national laws and policies → Sector strategies and action plans → project selection (procurement and financing) → mode of delivery → project implementation > Operation and maintenance

With

- Mature regulatory mechanisms; social and environmental safeguards;

That ensures:

- **Accountability** (*civil service/PFM*); **Participation** (*beneficiaries & affected parties*); **Predictability** (*law & Policies*); **Transparency** (*Disclosure of information*)

Western Region Megapolis Challenges

Infrastructure Summit 2016

- Governance system (especially 13th amendment)
- Power Vs Capacity of key players (overlapping jurisdictions)
- efficiency v (stakeholder) participation; strategic alignment of “incentives”
- Legal and regulatory system including dispute settlement and contract enforcement; legal sector capacity
- Encouraging private sector (Including financial sector) and private sector capacity in providing “public good”
- Choice of delivery method (political economy)
- Land

A fresh perspective

- Authority as an enabler
- Medium and long term planning: Single page approach; harmonise (“shall not contradict”)
- Regulatory review to deal with “regulatory ratchet”
- Strategic slicing: area based (e.g. western region); sector based (e.g. education/health); subject base (e.g. infrastructure/amenities)
- Land: planned acquisition and mandatory divesting; Negotiated settlement; land pooling,
- Broadened financing options
- Strategic procurement
- Strategic use of data and information

“Government’s duty is to
steer and not to row”