Good Governance & CIMIC

INTRODUCTION

Governance means: "the process of decision-making and the process by which decisions are implemented (or not implemented)." (UNESCAP 10-2009)

There is no NATO agreed definition on 'Good' Governance'. Within the international community each organisation has their own view on Good Governance. There are several characteristics stated by the UN that are widely accepted as desirable.

Good Governance should be "participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and [it] follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society." (UNESCAP 10-2009)

"Good Governance is of high interest and value for military operations, because it is a key component to achieve sustained success of a mission. As a prerequisite for political ownership and therefore as a part of the desired end state, the high mission relevance of Good Governance becomes visible."

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IMPLICATIONS

LEGAL IMPLICATIONS

A Government is obliged to protect and provide basic services for their citizens. In many crises/conflict areas the government is not able or willing to fulfil these obligations Good Governance facilitates these obligations, therefor Rule of Law and Building integrity should be fully integrated in Good Governance.

Many of the standards of Good Governance are backed by international law. E.g. Human rights are formalized in the Universal Declaration of Human Rights, international treaties, and in Customary International Law and International Humanitarian Law.

Whereas on a national level Good Governance might follow the international standards, on the regional and local level this might not be the case.

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MISSION IMPLICATIONS

Many crises and conflicts have their root cause in bad governance in the country. Therefor the term Good Governance is frequently used to describe a range of solutions which could be used to improve/ solve this root cause. The responsibility for the establishment of Good Governance lies with the Host Nation (HN). Often with extensive support from International Organisations (IO), Non-Governmental Organisations (NGO) or Governmental Organisations (GO). The impact that bad governance has, can affect and hamper the success of a military mission.

A first step towards Good Governance is the creation of a safe and secure environment (SASE) in which the HN together with other actors (IO, NGO, GO) can do their work. This SASE is the responsibility of the HN, however in most cases a military mission can support or even temporarily take over that responsibility if needed. The responsibility needs always to be shared with the HN in order to promote trust and local ownership. This can be done through e.g. professionalising the security services, and increasing contact between the local population and the government.

A lack of Good Governance in a mission area can make it difficult to cooperate with the local authorities and can spark violence amongst the population and towards the military mission.

ASSESSMENT IMPLICATIONS

What constitutes as Good Governance, can be difficult to assess. The style of governance is strongly based on the culture of a nation. Applying a cultural competence model (e.g. coping with culture, CCOE) will significantly increase insight into the workings of a style of the government.

CIMIC personnel plays a vital role in assessing and evaluating of Good Governance. By using PMESII (Political, Military, Economic, Social, Information and Infrastructure) and ASCOPE (Area, Structures, Capabilities, Organisations, People and Events) as a means to asses in particular or situational cases.

Assessments helps to create understanding what consequences military actions can have on the HN governmental structures. This assessment can be achieved to follow four steps.

These steps are;

1. **Define** governance-related objectives based on the mandate (what is expected from the military mission in relation to support the HN government);

2. **Identify** positive, negative, and neutral factors which influence the military objectives (which actors will contribute, hamper the support to good governance)

3. **Determine** tools to strengthen positive, mitigate negative, and turn neutral factors (what is needed as actions to improve the government);

4. **Assess** achieved effect and re-evaluate if necessary (which means are in or should be in place that can track and asses the progress).

RESPONSIBILITIES

Different branches outside of J9 have an impact on the success of Good Governance.
J2 – provides in collaboration with J9 an analysis on the governance situation.
J3 and J5 – have to include Good Governance considerations into plans and operations. In particular they have to incorporate the route towards a situation where responsibilities can be transferred to civil partners.
J4 – has to be aware how their procurement and logistical activities impacts the local power structure.
Advisors – need to give input from their specific area on Good Governance.

LEADING ORGANIZATIONS

The United Nations promote Good Governance through several avenues, the IMF provides funding and technical assistance, and UNDEF supports projects that strengthen the voice of civil society, promote human rights, and encourage the participation of all groups in democratic processes.
The EU, the AU and the World Bank also run several programmes supporting Good Governance. NATO on an operational/ tactical level does not have a leading branch/body responsible for Good Governance, currently within NATO only the CCT Building integrity and Rule of Law are indirectly connected to it.

RELATED TOPICS

Good Governance could be seen as the framework necessary for the proper incorporation of Cross Cutting Topics.
Proper integration of a Gender perspective in society requires a participatory, inclusive government.
The establishment of working Rule of Law is one of the most important aspects of good governance.
Cultural Property Protection, Protection of Civilians, and Building Integrity require Good Governance, with a monopoly on violence and an established Rule of Law.

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THE "DOs" AND "DON'Ts":

DOs

- Be aware of the existence of different ideas about Good Governance.
- Realize that different priorities, exist which can differ on local and national levels.
- Promote local ownership, capacity and leadership.
- Use assessments made on the higher level as a starting point (strategic and operational level).
- Identify key personnel within the mission (all levels) that are responsible for governance related issues
- Identify key players either on local, national and international level (IO, NGO, and GO) and establish contact.
- Track money flows and identify the power structures that are behind it. These are key elements which provides a better insight into the governance structures.
- Promote/explain the military involvement with the Host Nation authorities.
- Take into account cultural shaping factors and phenomena, when assessing governance in the mission area. A different religion or history can mean a different interpretation of good governance.

DON'Ts

- Do not try to achieve Good Governance alone. It requires a comprehensive approach.
- Do not assume control of decision-making in the mission area. Be a partner, not a patron.
- Do not cooperate with known corrupt officials and institutions.
- Do not give premature advice on how to solve governmental issues, the military are not the experts.
- Do not judge governmental styles.
- Do not presume good governance is achievable overnight. It is a long-term, incremental process, requiring multiple actors.

POINTS OF CONTACT DURING THE MISSION

A constant communication between the military force including the senior civilian component and the local and regional authorities is key into the understanding of Good Governance.

Leading organisations on Good Governance are UNDP, Transparency International, and The International Foundation for Electoral Systems, the Carter Centre, and Freedom House, should be liaised with in order to share information and work towards common goals.

ADDITIONAL INFORMATION

*   Information on performing a good governance assessment can be found in the CCOE publication Good Governance Makes Sense:

https://www.cimic-coe.org/products/conceptual-design/downloads/ccoe-publications/makes-sense-series/

*   The Centre for Integrity in the Defence Sector has published multiple guides on Good Governance:
 http://cids.no/goodgovernance
*   The Geneva Centre for Democratic Control of the Armed Forces has Good Governance as one of its main focus points:
 http://www.dcaf.ch/goodgovernance
*   The World Bank: The World Bank Governance Index / World Bank's Governance Global Practice

REFERENCES

*   United Nations Economic and Social Commission for Asia and the Pacific (2009), what is Good Governance?
*   Supreme Headquarter Allied Powers Europe (2012), ACO MANUAL 86-1-1
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Address:
Brasserskade 227A
2497 NX The Hague
The Netherlands

Contact Information:
Registry CCOE: +31 (0)889566439
Public Affairs Office: +31 (0)889 566441
E-Mail: info@cimic-coe.org
Webpage: www.cimic-coe.org

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