

The Office of the Auditor General's (OAG) is the "watchdog" of public spending in the Cayman Islands. It is led by the Auditor General whose role and responsibilities are set out in the Cayman Islands Constitution and the Public Management and Finance Law. The OAG carries out its duties on behalf of the Legislative Assembly and ultimately the people of the Cayman Islands.

By reporting the results of our audits to the Legislative Assembly, we help hold government and public bodies to account for the way they use public money, thereby safeguarding the interests of citizens. In addition, our work aims to help public service managers improve performance and service delivery.

For further information please contact the Office of the Auditor General at 244-3211 or at auditorgeneral@oag.gov.ky



## GOOD GOVERNANCE: **KEY ATTRIBUTES**



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## **Attributes of Good Governance** —

"In the community of nations, governance is considered "good" and "democratic" to the degree in which a country's institutions and processes are transparent. Its institutions refer to such bodies as parliament and its various ministries. Its processes include such key activities as elections and legal procedures, which must be seen to be free of corruption and accountable to the people. A country's success in achieving this standard has become a key measure of its credibility and respect in the world. The greatest threats to good governance come from corruption, violence and poverty, all of which undermine transparency, security, participation and fundamental freedoms."

**UN Global Issues website** 

Governance is a broad concept covering all aspects of the way a country is governed, including its economic policies and regulatory framework, as well as adherence to the rule of law. Good Governance is clearly linked to positive outcomes for citizens, including higher per capita income, higher literacy and lower infant mortality. 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 decisionmaking. It is also responsive to the present and future needs of society.

Former UN Secretary-General Kofi Annan noted that "good governance is perhaps the single most important factor in eradicating poverty and promoting development".

## **Key Attributes of Good Governance**

Consensus Oriented: Good governance requires consultation to understand the different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder group and how this can be achieved in a sustainable and prudent manner

Transparent: Transparency means that information should be provided in easily understandable forms and media; that it should be freely available and directly accessible to those who will be affected by governance policies and practices, as well as the outcomes resulting therefrom; and that any decisions taken and their enforcement are in compliance with established rules and regulations.

Participatory: Participation by both men and women, either directly or through legitimate representatives, is a key cornerstone of good governance. Participation needs to be informed and organized, including freedom of expression and assiduous concern for the best interests of the organization and society in general.

Good Governance

Accountable: Accountability is a key tenet of good governance. Who is accountable for what should be documented in policy statements. In general, an organization is accountable to those who will be affected by its decisions or actions as well as the applicable rules of law.

Follows the Rule of Law: Good governance requires fair legal frameworks that are enforced by an impartial regulatory body, for the full protection of stakeholders.

Responsive: Good governance requires that organizations and their processes are designed to serve the best interests of stakeholders within a reasonable timeframe

Effective and Efficient: Good governance means that the processes implemented by the organization to produce favorable results meet the needs of its stakeholders, while making the best use of resources – human, technological, financial, natural and environmental – at its disposal

Equitable and Inclusive: The organization that provides the opportunity for its stakeholders to maintain, enhance, or generally improve their well-being provides the most compelling message regarding its reason for existence and value to society.

Whilst there is no one over-arching definition of what good governance for countries and government is, there is consensus about the major attributes that make for well governed countries and public services.

Good governance has 8 major attributes. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Good governance is responsive to the present and future needs of the organization, exercises prudence in policy-setting and decision-making, and that the best interests of all stakeholders are taken into account.