



FINAL REPORT

on the consultation outcomes on the Issues Paper “Local Authorities in Development”



March 2013

ACKNOWLEDGEMENTS

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The contents of this publication can in no way be taken to reflect the views of the European Union.

The suggestions and views put forward in this document have been used to feed the drafting of the forthcoming Communication. They also provide input for other programming and operational guidance documents. However, they do not prejudge the form or content of the Communication or any future proposal of the European Commission.

The report is available at https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Local_authorities

Acronyms

ALA	Association of Local Authorities
CA	Central Authority
CG	Central Government
CoR	Committee of the Regions
CSO	Civil Society Organisation
DG	Directorate-General
DP	Development Partner
ENP	European Neighbourhood Partnership
EP	European Parliament
EU	European Union
IP	Issue Paper
LA	Local Authority
MDG	Millennium Development Goal
MS	Member States
NGO	Non-Governmental Organisation
NSA	Non-State Actor
PFD	Policy Forum on Development
UCLG	United Cities and Local Governments

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1. Introduction

1.1 Background: Shaping a new EU policy on Local Authorities in partner countries

Developing and donor countries facing the challenges of sustainable and inclusive development and poverty reduction have increasingly acknowledged the role of Local Authorities (LAs) as fundamental development actors. By law, LAs are mandated to ensure the wellbeing of citizens and the economic, social and environmental development of the territory they oversee. Nowadays, LAs are also responding to emergencies affecting local communities, such as social exclusion, rapid urbanisation, food security, depletion of resources, public safety, climate change and environmental protection.

The increasing involvement of LAs in the formulation and implementation of development policies and strategies responds to the need of a new approach to the definition of national development strategies and to development assistance, beyond the top-down model.

Through a series of documents,¹ the EU has encouraged an increased involvement of LAs in development policies and recognised their role in reform processes, conflict prevention and confidence-building.

Box 1: Definition of “Local Authorities” and “Associations of Local Authorities”

“Local Authorities” are public institutions belonging to the State structure, below the level of central governments. LAs are usually composed of a deliberative or decision-making body (council or assembly) and an executive body (the Mayor or other executive officer), directly or indirectly elected. The term encompasses different tiers of government, e.g. villages, municipalities, districts, counties, provinces, regions, etc. According to the national legislation in force, LAs may enjoy a certain degree of autonomy from central governments within their territorial constituency, in order to legislate in specific domains and to provide citizens with public services at local level.

“Associations of Local Authorities” (hereafter referred to as ALAs) are to be understood as umbrella organisations based on membership and representativeness at national, sub-regional, regional and international level. They may be organised as an autonomous entity in accordance with the legislation in force in the country of registration. ALAs may be composed of a representative body elected by its LA members and a permanent secretariat.

¹ Cotonou Agreement (2010),

URL:

http://ec.europa.eu/development/icenter/repository/second_revision_cotonou_agreement_20100311.pdf;

European Consensus on Development (2005),

URL: http://ec.europa.eu/development/icenter/repository/european_consensus_2005_en.pdf;

European Parliament (EP) Resolution on Local Authorities and Development Cooperation, adopted on 1 March 2007, URL: www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+REPORT+A6-2007-0039+0+DOC+PDF+V0//EN.

More specifically, in 2008, in its **Communication "Local Authorities: actors for development"**,² the European Commission recognised for the first time the growing importance of LAs' role in development and promoted their participation in EU external cooperation, by encouraging capitalisation of LAs' experience and calling for a structured dialogue on development policy with LAs.

From March 2010 to May 2011, the Commission launched a

process of consultations with LAs and Civil Society Organisations (CSOs),³ known as the **Structured Dialogue on the Involvement of Civil Society Organisations and Local Authorities in EC development cooperation**.⁴ In such context, the Commission encouraged the creation of a conducive environment for LAs and called for multi-stakeholder political dialogues, aimed at promoting democratic ownership in development processes. Representatives of LAs and Associations of LAs (ALAs) called on the EU to increase their capacity development, for a more strategic decentralised cooperation between European LAs and LAs in partner countries as well as for aid modalities tailored on LAs' features and needs.

The importance of the links between the EU and LAs in development policy and programmes was recalled in the **Communication "Increasing the Impact of EU Development Policy: An Agenda for Change"**,⁵ within the wider context of a renewed and more efficient EU development policy.

Against this background, in 2012, the Commission adopted the **Communication "The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations"**.⁶ This Communication proposes an enhanced EU engagement with CSOs, through the promotion of an enabling environment for CSOs in partner countries, the support for a more

Box 2: Milestones in the political recognition of Local Authorities within the Aid Effectiveness Agenda

- **Paris Declaration on Aid Effectiveness** (2005): since then, the principles for a more effective development assistance set forth therein (namely ownership, alignment, harmonisation, managing for results and mutual accountability) have evolved internationally, with important implications for LAs.
- **Accra Agenda for Action** (2008): Ministers of developing and donor countries broadened the notion of ownership to include not only central governments of recipient countries, but also LAs, citizens and Civil Society Organisations.
- **Busan Partnership Document** (2011): «the role of LAs in linking citizens with government and in ensuring broad-based and democratic ownership of countries' development agendas» was recognised (Paragraph 21).

² COM (2008) 626 final, adopted on 8 October 2008,

URL: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0626:FIN:EN:PDF>.

³“The EU considers CSOs to encompass all non-State, not-for-profit structures (including community-based organisations, non-governmental organisations, faith-based organisations, foundations, research institutions, trade unions, women's organisations, cooperatives, professional and business associations, and the media) through which people organise to pursue shared objectives and ideals”. COM (2012) 492 final. URL: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0492:FIN:EN:PDF>.

⁴ URL: http://ec.europa.eu/europeaid/who/partners/civil-society/structured-dialogue_en.htm.

⁵ COM (2011) 637 final, adopted on 13 October 2011. URL: http://ec.europa.eu/europeaid/what/development-policies/documents/agenda_for_change_en.pdf.

⁶ COM (2012) 492 final, adopted on 12 September 2012,

URL: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0492:FIN:EN:PDF>.

structured participation of CSOs in the EU programming cycle and the increase of CSOs' capacity development.⁷

Within this policy framework, the European Commission decided to prepare a Communication on the role of LAs in development to address some key issues for a more strategic EU engagement with LAs and ALAs in partner countries.

Box 3: The operational support of the European Commission to LAs and ALAs in partner countries

The European Commission has been assisting and funding actions conceived and implemented by LAs. Besides, **bilateral and regional programmes** focusing on partner countries' priorities, since 2007 the Commission has directly been assisting LAs and ALAs in partner countries through the **Thematic Programme "Non-State Actors and Local Authorities in Development"** (NSA-LA Programme), with the view to strengthen their capacities to deliver basic services and contribute to poverty reduction. The Commission's engagement towards Local Authorities has been reiterated within the proposal for the Multiannual Financial Framework 2014-2020, through one of the forthcoming thematic component of the **Development Co-operation Instrument (DCI)**: the **Thematic Programme "Civil Society Organisations and Local Authorities"** (CSO-LA Programme).

1.2 The consultation process

1.2.1 Methodology

In the first half of 2012, the Commission elaborated the **Issue Paper (IP) "Local Authorities in Development"**,⁸ in order to seek the views of relevant stakeholders on topics considered particularly relevant for a renewed EU policy in support to LAs in partner countries. The IP presented a list of 8 issues further articulated into 27 questions.⁹

A **consultation process** was carried out between August and December 2012 to collect stakeholders' views on the 8 topics. Such process involved LAs and ALAs, particularly from EU partner countries, but also from EU Member States, CSOs, EU Institutions and Development Partners (DPs). As a result, throughout the 5-month consultation process, **14 consultation sessions and events**¹⁰ were organised and **55 written contributions** submitted to the Commission.

The consultations took place at four different levels: (i) at country, (ii) regional, (iii), European and (iv) international. During the consultation process, two main methods were used at the four levels. On the one hand, the Issue Paper was shared with EU Delegations and Development Partners to collect written contributions. On the other hand, the Issue Paper was presented during consultation sessions with the direct participation of LAs and ALAs to hold face to face discussions. Each one of

⁷ Council Conclusions (15.10.2012),

URL: www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/132870.pdf.

⁸ URL: https://webgate.ec.europa.eu/fpfis/mwikis/aidco/images/7/72/AL_issue_paper_COM_en.pdf.

⁹ The 8 issues presented in the IP are (1) Framing the LAs' role in current international debates; (2) Good governance for development: the local level; (3) Territorial development; (4) Decentralisation; (5) Support to urban and rural LAs in the context of rapid urbanisation; (6) ALAs in partner countries; (7) Enhancing the internal capacities of LAs; (8) Towards a consistent EU engagement with LAs. These issues will be presented more in detail in section 2 of this report.

¹⁰ Namely 10 consultation sessions, 1 seminar, 3 info points at the EU Institutions and the Policy Forum on Development.

these consultations focused on a selected number of the IP topics, considered most relevant to the respondents, for instance according to their geographical origin.

At the **country level**, EU Delegations were invited to consult LAs and other relevant stakeholders in hosting countries. On the whole, 20 EU Delegations¹¹ launched a consultation process and 16 provided written contributions.

At the **regional level**, in cooperation with PLATFORMA,¹² 9 consultation sessions were hosted within seminars already planned by PLATFORMA members. In addition to this, two further consultation sessions took place. The first one was held during the 6th Urban Research and Knowledge Symposium in Barcelona on 10 October 2012. On that occasion, under the coordination of Cities Alliances¹³ representatives of Development Partners and of Academia discussed together the Issue Paper. Cities Alliance subsequently submitted a contribution summing-up the results of consultation session. Finally, another regional consultation session was held in Tunis, within a Regional Structured Dialogue Seminar organised by the Commission services.¹⁴ Such events gathered over 300 representatives: LAs at various levels; local, national, regional and international ALAs; Ministries; CSOs; and Development Partners. The contributions were summarised in a report for each consultation session. In addition to this, PLATFORMA produced and submitted to the Commission a comprehensive consultation report.¹⁵

¹¹ Namely: Argentina, Brazil, Bosnia and Herzegovina, Cameroon, Chad, Ecuador, Guinea-Conakry, India, Laos, Lebanon, Morocco, Mauritius, Nepal, South Africa, Swaziland, Togo, Trinidad and Tobago, Venezuela, Zambia, Zimbabwe.

¹² Launched in 2008 on the initiative of the Council of European Municipalities and Regions (CEMR), PLATFORMA - the European Platform of Local and Regional Authorities in Development - has brought together ALAs active in development cooperation: at the European, national and international levels, including the world association of LAs, United Cities and Local Governments (UCLG). European LAs are represented in PLATFORMA via the ALA to which they belong and which are members of PLATFORMA. In addition, several European LA (cities, provincial governments and regions), which are particularly involved in development cooperation are also members of PLATFORMA.

¹³ Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development.

¹⁴ URL: <https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/LA - Regional seminar in Tunis>.

¹⁵ URL: www.platforma-dev.eu.

Box 4: List and dates of consultations sessions

1. **Committee Meeting of the International Association of French-speaking Mayors (AIMF)**, Geneva (Switzerland), 30 August 2012;
2. **High Level Forum on Decentralisation in East Africa**, organised by United Cities and Local Governments (UCLG), East African Local Governments (EALGA) and Commonwealth Local Governments Forum (CLGF), Arusha (Tanzania), 25 September 2012;
3. **General Assembly of the Council of European Municipalities and Regions (CEMR)**, Cadiz (Spain), 26 September 2012;
4. **Congress "Resilient Cities: Rethink, Rebuild, Revitalise"**, organised by UCLG Asia Pacific, Jakarta (Indonesia), 3 October 2012;
5. **General Assembly of the Conference of Peripheral and Maritime Regions of Europe (CPMR)**, Białystok (Poland), 3 October 2012;
6. **Urban Research and Knowledge Symposium "Rethinking Cities: Framing the Future"**, organised by World Bank and the City of Barcelona, Barcelona (Spain), 10 October 2012;
7. **VII Ibero-American Forum of Local Authorities**, organised by UCLG, Federación Española de Municipios y Provincias (FEMP) and Federación Latinoamericana de Ciudades, Municipios y Asociaciones (FLACMA), Madrid (Spain), 17 October 2012;
8. **Commonwealth Local Governments Forum (CLGF) Meeting in the Pacific**, Honiara (Solomon Islands), 8 November 2012;
9. **Regional Structured Dialogue with LAs from the European Neighbourhood Partnership (ENP) South**, organised by European Commission's Directorate General DEVCO – Unit B2, Tunis (Tunisia), 21 November 2012;
10. **Africities Summit**, organised by UCLG Africa, Dakar (Senegal), 4 December 2012;
11. **Consultation with LAs, Associations of LAs and CSOs from the Eastern Partnership Countries** organised by the Association of Local Democracy Agencies (ALDA), Paris (France), 11 December 2012.

All the sessions, except the ones within the "Urban Research and Knowledge Symposium" and the "Regional Structured Dialogue with LAs from the European Neighbourhood Partnership (ENP) South", were organised in cooperation with PLATFORMA.

At the **European level**, the Issue Paper was presented during the Policy Forum on Development (PFD)¹⁶ in October 2012, and 4 written contributions were subsequently received. During the second interim meeting of the PFD, on 18 October 2012, the Issue Paper on Local Authorities in Development was presented and discussed face to face by over 100 contributors, including representatives of LAs, ALAs and CSOs from Africa, Asia, Latin America, the EU and its Neighbourhood, as well as representatives of EU Institutions.

In September 2012, info points were held at three EU Institutions. The first info point was held on 13 September 2012 at the Development (CODEV) Working Group of the Council of the European Union. On 17 September 2012, a second info point took place at the Development (DEVE) Committee of the European Parliament. Finally, a third one was held at the Citizenship, Governance, Institutional Affairs and External Relations Committee (CIVEX) of the Committee of the Regions (CoR), on 24

¹⁶ As follow-up of the aforementioned Structured Dialogue, the Policy Forum on Development has been set-up in Brussels as a dialogue space among CSOs and LAs from the EU and partner countries. It is aimed at ensuring the effective consultation and contribution of CSOs and LAs to EU development policies and programmes, as well as at reaching better mutual understanding and communication amongst all relevant actors in development.

URL: https://webgate.ec.europa.eu/fpfis/mwikis/aidco/index.php/Policy_forum_on_development.

September 2012. Following this last info point, 4 written contributions were submitted by LAs and ALAs, both within and outside the EU. At a later stage, the Commission services held a meeting with experts from EU Member States and subsequently received 6 written contributions from Austria, Belgium, Germany, Italy, Slovakia and Slovenia.

Finally, at the **international level**, the Commission services received contributions from Development Partners, such as the United Nations (UN), Development Partners Working Group on Decentralisation and Local Governance (DeLoG) and from international ALAs.

Box 5: PLATFORMA's online consultation

In support to the consultation process launched by the Commission, PLATFORMA organised an online survey, structured according to the themes of the Issue Paper. The survey was made available on PLATFORMA's website from 20 September to 26 November 2012. Overall, 95 respondents participated in the online survey from 36 different countries.

The highest number of contributions (16) came from French LAs. LAs from the following EU Member States, candidates and potential candidates submitted contributions: Germany (8), Spain (6), Italy (4), Belgium (2), Albania (1), Czech Republic (1), Finland (1), Serbia (1) and Sweden (1).

Contributions were also submitted by the following partner countries: Peru (8), Argentina (7), Cameroon (5), Ecuador (5), Colombia (3), Uruguay (3), Brazil (2), El Salvador (2), Morocco (2), Afghanistan (1), Anguilla (1), Antigua and Barbuda (1), Bangladesh (1), Bolivia (1), Chile (1), Costa Rica (1), Gabon (1), Lebanon (1), Martinique (1), Nicaragua (1), Paraguay (1), Sri Lanka (1), Tanzania (1), Tunisia (1).

In addition, one respondent from Canada and another one from the United States of America took part in the survey.

1.2.2 Nature of consultation respondents

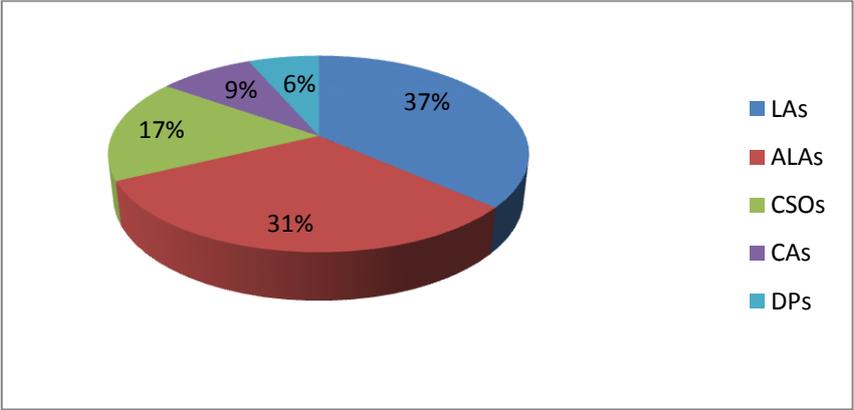
Overall, 323 different actors participated in the consultation process. Respondents represent a wide range of actors, including different tiers of LAs and from different geographical areas;¹⁷ ALAs at the national, regional and international level; CSOs and Central Authorities from several countries; and Development Partners.¹⁸

LAs are the most represented with 37%, followed by ALAs with 31% and CSOs with 17%. Finally, Central Authorities and DPs represent respectively 9% and 6% of the respondents.

¹⁷ Due to the different names that local government levels take in different countries, in this report LAs were split into three general categories. The so-called "first-level LAs" correspond to the city and municipality level; "second-level" LAs represent the province level and "third-level" LAs correspond to the regional level.

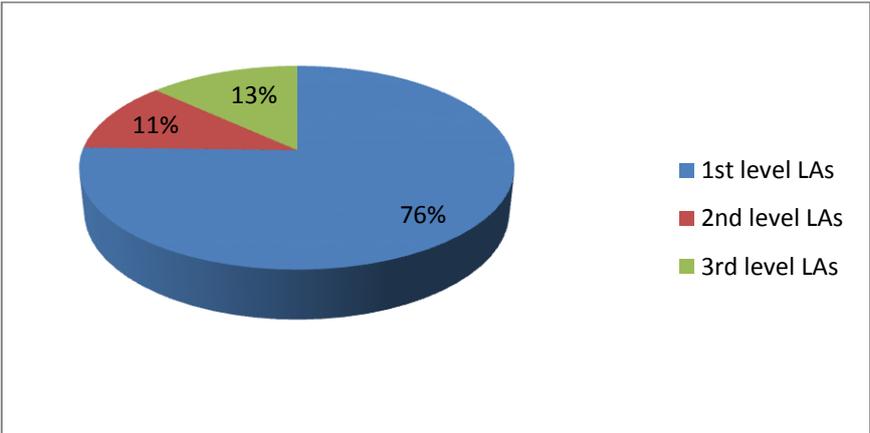
¹⁸ For this report, experts from EU Member States who participated in the consultation process were included in the Development Partners category.

Figure 1: Nature of consultation respondents



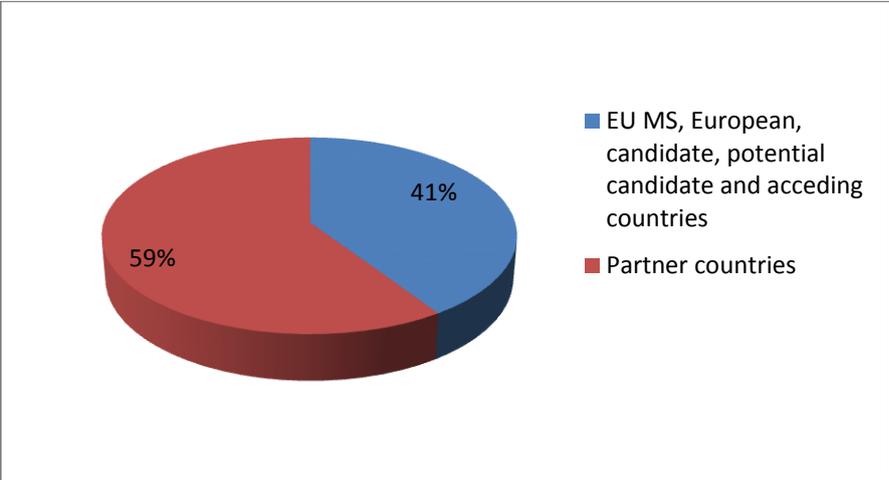
Within LAs, the overall majority of respondents (76%) consists of either cities or municipalities (first-level Local Authorities). Local Authorities at province and regional level respectively represent 11% and 13% of the respondents.

Figure 2: Typology of LAs – Level of Local Authorities



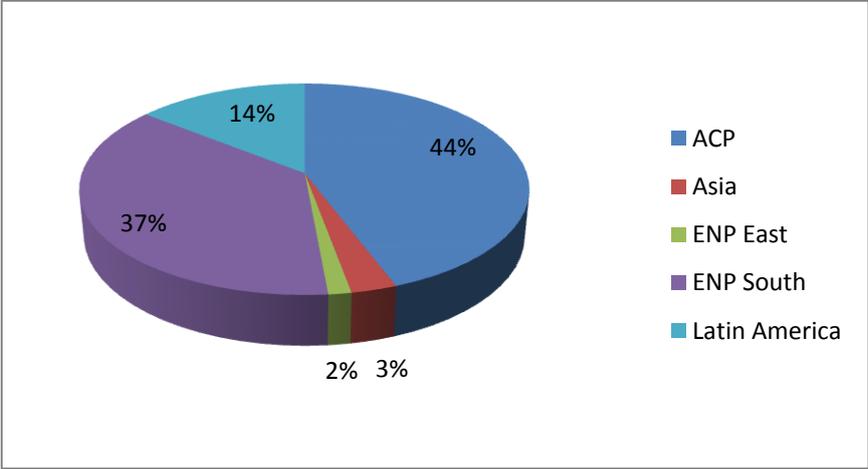
As to their geographical distribution, most LAs (almost 60%) are from partner countries.

Figure 3: Typology of LAs – Geographical distribution



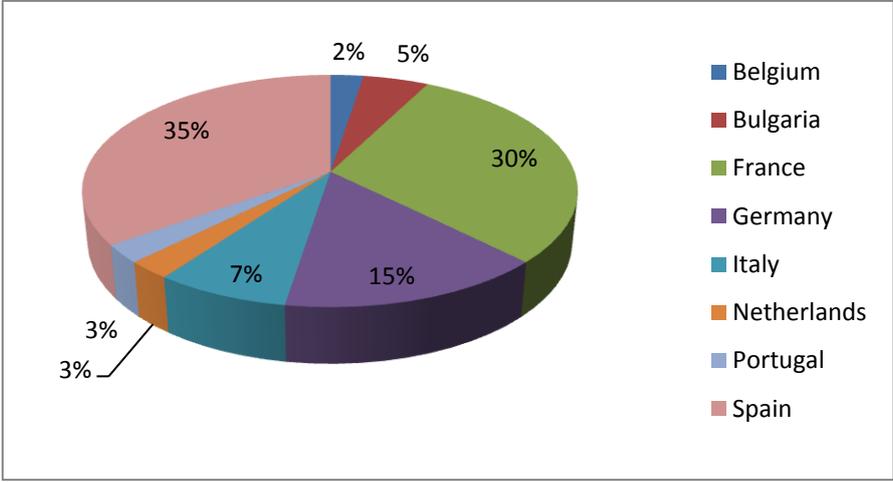
Within partner countries, the majority of LAs is represented by ACP countries, accounting for over 44%. LAs from the European Neighbourhood Partnership (ENP) represent 39% of the respondents (ENP South with 37% and ENP East with 2%), Latin American LAs (14%) and LAs from Asia (3%).

Figure 4: Geographical distribution of LAs from EU partner countries



In regards to LAs from the EU, Spain and France are the most represented, accounting respectively for 35% and 30% of the respondents within this category. They are followed by LAs from Germany (15%), Italy (7%), Bulgaria (5%), the Netherlands and Portugal (3% each) and Belgium (2%).

Figure 5: Geographical distribution of European LAs



Within ALAs, 81 respondents are representatives of national ALAs. In addition, 11 regional ALAs and 5 international ones participated.

For both national and regional ALAs, Europe or ACP countries are the most represented, followed by Latin America, Asia, ENP South and ENP East.

Figure 6: National ALAs¹⁹

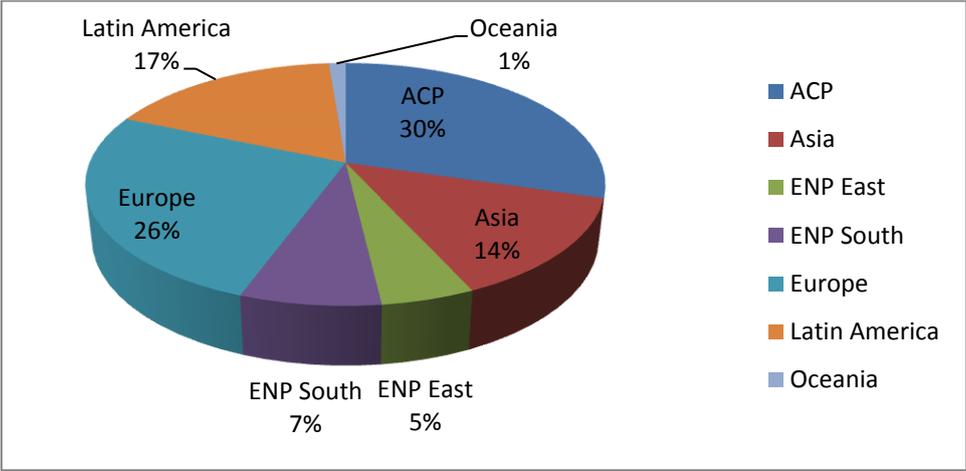
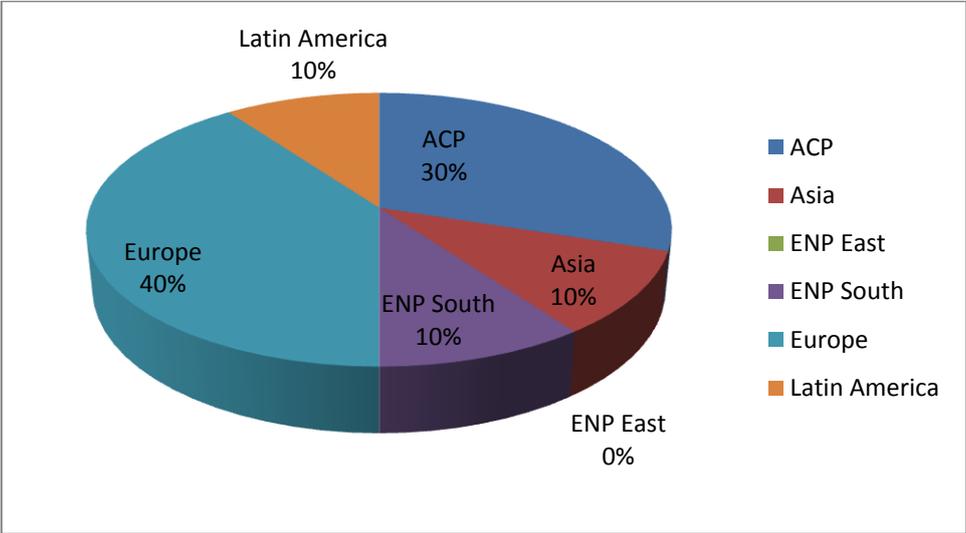


Figure 7: Regional ALAs



A majority of the respondents within the CSO category (58%) belong to partner countries, whilst CSOs from EU Member States and other European countries account for 36% and international CSOs for 5%.

As to Development Partners, bilateral or multi-lateral institutions are the most numerous (48% and 38%), followed by a 6% of financial institutions.

1.2.3 Structure of the report

The present Consultation Report consists of two parts. This main part presents the results of the consultation process on an issue-by-issue basis, following the structure of the Issue Paper “Local Authorities in Development”. For each issue, the main views and messages expressed by the respondents have been summarised and common trends emerging from different contributions will be highlighted. In addition to this, inputs, arguments of particular interest or relevance and priorities will be presented in specific boxes.

¹⁹ For figures 6 and 7, Europe includes EU Member States, acceding countries, candidates, potential candidates and non-member countries.

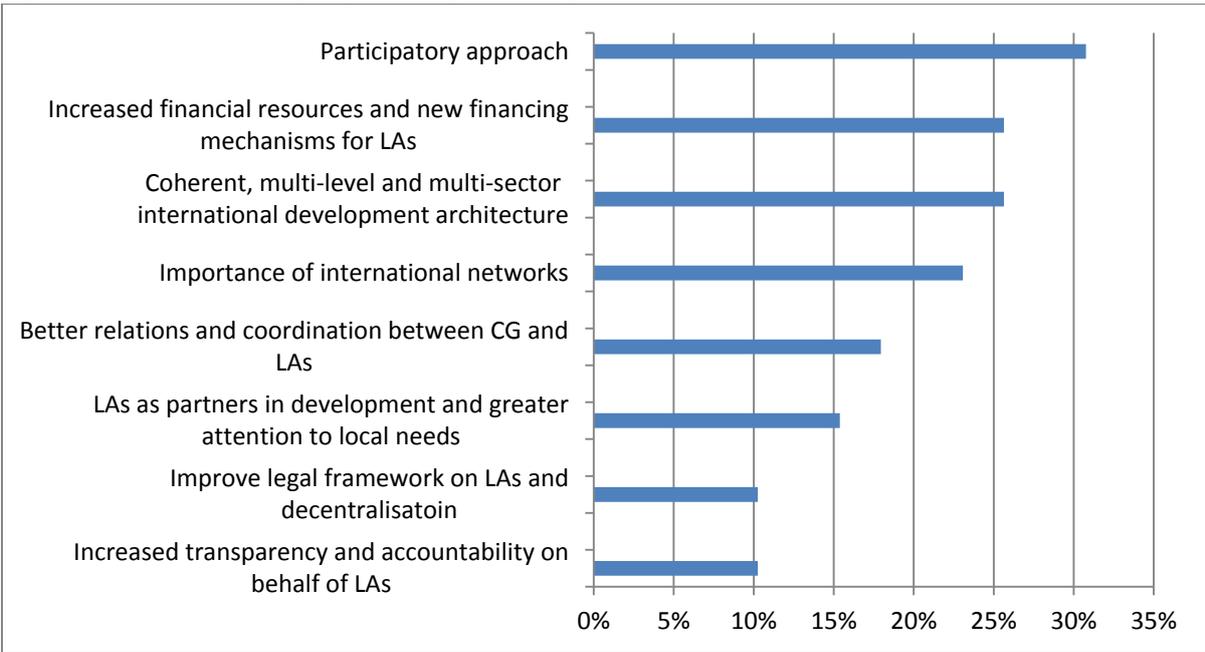
The second part of the report will consist of Annexes, with detailed information concerning the consultation events and experiences from cooperation with and support to LAs/ALAs in partner countries.

2 Assessment of responses and emerging trends

2.1 Issue 1: Framing the LAs role in current international debates

The first issue examined the potential role of LAs within international debates. The Busan Partnership Document endorsed the principle of democratic ownership and called for a constructive dialogue on development issues, with the participation of all relevant stakeholders. As the deadline for the achievement of the MDGs is approaching, the international community has engaged in debate to shape the post-2015 development agenda. Therefore, on the one hand, this issue aimed at framing the role of LAs within the aid and development effectiveness agenda, building on good examples at country level. On the other hand, it investigated the priorities of LAs and their Associations for the post-2015 development agenda.

Figure 8: Recurrence of key messages as regards Issue 1²⁰



With regards to the contribution of LAs to the implementation of the aid and development effectiveness agenda, several points were agreed upon by the contributors. At international level, a **coherent, multi-level and multi-sector international development architecture** was considered crucial. A clear acknowledgement of all actors involved in development and of their specific roles is key to avoid duplication of efforts and actions. Furthermore, there was a consensus on the relevance of exchange and cooperation, both North-South and South-South and of triangular partnerships among LAs/ALAs.

²⁰ For the figures 8-15, percentages are calculated out of the number of contributions dealing respectively with each issue.

Within such framework, **LAs must be considered as co-producers of development policies and programmes**, not as mere implementers of assistance. The respect of the principle of subsidiarity²¹ on behalf of development partners and central governments was considered fundamental. LAs, ALAs and development partners agreed on the need of greater attention to local needs and to the specific challenges faced by LAs. For instance, a dialogue should be established between EU Delegations and Local Authorities in partner countries.

Another strong idea emerging from the contributions is the **importance of ALAs and international networks** as fora for debate and exchange of good practices. Such networks lead to a greater representation of LAs at the international level. In particular, LAs can gain greater weight in international debates by building thematic alliances. European LAs urged the EU to provide financial support to LAs in partner countries to participate in existing international networks and to create new ones.

Another key message was the need to promote **capacity development for LAs**, including the adoption of MDG indicators in local development planning. It was argued that if the Sustainable Development Goals (SDGs) were decentralised (or "localised"), the role of LAs in their achievement would be taken into greater account. Reaching a better **balance between LAs' competences and resources** would not only enable LAs to participate more actively in the development agenda, but also promote good governance at local level.

Box 6: Good examples of participatory approach to local development

The EU *Programme d'Appui aux Capacités Décentralisées de Développement Urbain* (PACDDU) in Western Cameroon was mentioned as good example of participatory development at local level.

Triangular consultations among LAs and decentralised State services, CSOs and beneficiaries were held in all phases of the programme from identification through to implementation. A list of local priorities was drafted and approved first by a local consultation committee and, at a later stage, by the municipal council. The programme ended in 2008.

Given the success of the PACDDU, the municipalities involved called for an extension of the programme to all cities and remote areas in Cameroon.

Source: Association des Communes et Villes Unies de Cameroun

At country level, many respondents called for **better relations between central governments and LAs**. Moreover, LAs, ALAs and CSOs from the EU and partner countries in several regions agreed on the importance of involving LAs in development policy-making, starting from the identification/formulation phase. Such coordination between the central and local development agendas would indeed enable local priorities to be included into national development strategies.

As to the post-2015 development agenda, **environmental protection, climate change and sustainable use of natural resources** were mentioned as the top priority for LAs. The contributors also included urbanisation, poverty alleviation, access to basic services, and access to technology as main challenges to be tackled within the international development agenda.

²¹ According to the principle of subsidiarity, public responsibilities, regulatory functions and spending are transferred to the lowest institutional or social level, closest to citizens, that is able and entrusted to complete them.

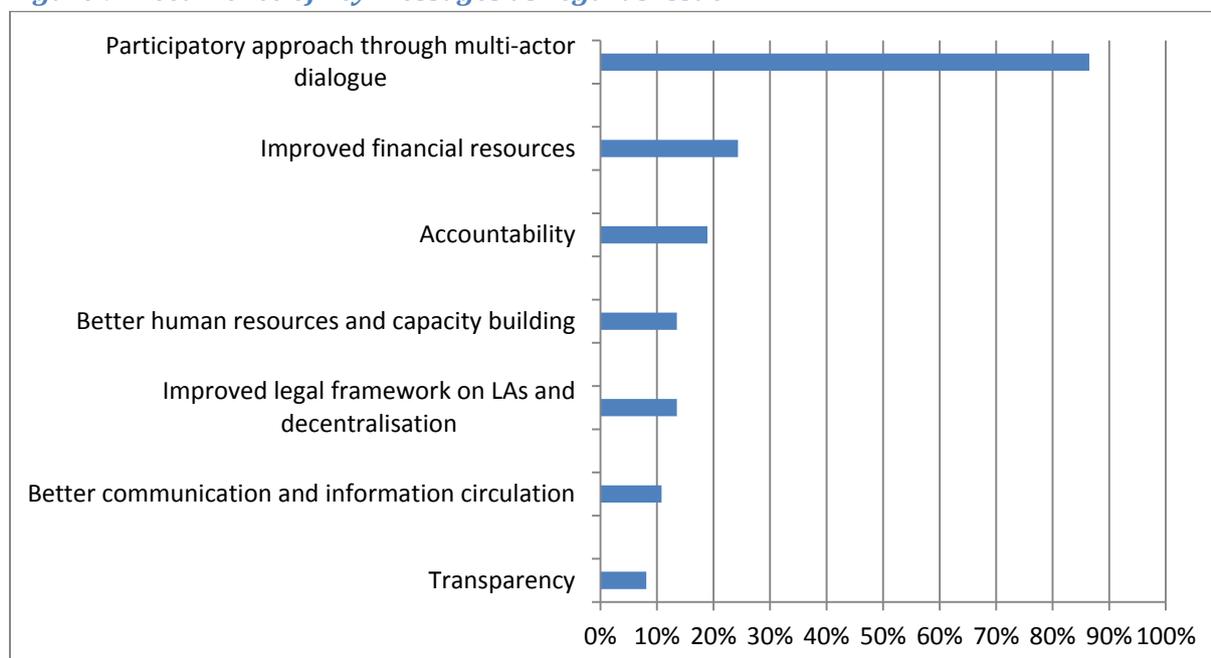
2.2 Issue 2: Good Governance for Development: The Local Level

As affirmed in the Agenda for Change, good governance is vital for inclusive and sustainable development. For Local Authorities, this implies responsiveness, accountability (upwards, downwards and horizontally)²² and the involvement of citizens.

This second issue investigated on the challenges and opportunities for LAs to contribute to good governance. In particular, examples were requested regarding potential sectors for LAs' contribution at the local level, as well as of methods to achieve good governance at local level and to increase the participation of citizens, CSOs and private sector representatives.

Several sectors were identified where LAs could better contribute to good governance at local level. Contributions varied quite a lot on this point, especially since LAs have different responsibilities according to national legislations.

Figure 9: Recurrence of key messages as regards Issue 2



The adoption of a **participatory approach through multi-actor dialogue** was paramount to most respondents, including LAs, ALAs, CSOs and Development Partners from different regions of the world. Contributions confirmed the importance of involving all relevant stakeholders in development processes, including citizens, CSOs, the private sector, traditional authorities and decentralised State services, in a multi-actor approach to development on the basis of territory.

Respondents highlighted the importance of adopting legal and administrative frameworks enabling the participation of citizens in policy formulation and planning. As to the **methods for increased participation of citizens**, contributors made a number of suggestions, including:

²² The different lines of accountability are *downward accountability*, between Local Authorities and citizens; *upward accountability* of LAs to central government (e.g. verification on main accomplishments of Local Authorities in matter of policy, administrative and fiscal goals); *horizontal accountability* of local executives and administrations to local councils.

- Public consultations, either thematic or geographical (at village, city or province level);
- Establishment of local committees or working groups;
- Referendum consultations;
- National conferences to discuss policy options;
- Frameworks organised by central governments for regular dialogue with stakeholders;
- Institutionalised partnerships between LAs and stakeholders (for instance, Public Private Partnerships or partnerships with CSOs);
- Signing of a Memorandum of Understanding on project implementation between LAs and stakeholders;
- Establishment of ward committees;
- Introduction of e-administration and communication platforms to evaluate citizens' satisfaction;
- Introduction of quotas for women in local councils;
- Resort to traditional authorities;
- Better dialogue among different levels of government.

A friendlier **legal environment for Local Authorities and decentralisation** processes was considered crucial to achieve good local governance at local level. LAs and ALAs from different world regions, especially Africa, report a failure in the implementation of decentralisation reforms. Many respondents agreed upon the need for clearer legislation on the role of LAs within the State structure.

LAs and ALAs from almost all geographical areas showed a strong consensus around the idea that **better financial resources** are needed if LAs are to contribute to good governance. In particular, the gap between LAs' responsibilities and resources was mentioned as a major obstacle to effective local governance.

Box 7: Stakeholders' consultation through traditional practices

In Rwanda, the *Imihigo approach* is used by LAs at all levels for setting local economic development and poverty reduction priorities, annual targets and activities. Rooted in a pre-colonial Rwandan practice whereby leaders would vow to achieve certain goals and face public humiliation if they failed, the modern Imihigo links this practice with planning, monitoring and accountability.

Five-year District Development Plans and Local Annual Action Plans are followed by strong monitoring, evaluation system and scrutiny by government and CSO experts at the end of each fiscal year delivering a rating on each LA performance. The Plans also entail important consultation processes to be validated as well as once-a-year meetings with line ministries and joint action development fora with national and international CSOs and DPs.

Source: UNDP

URL: www.rgb.rw/main-menu/innovation/imihigo.html

Contributors agreed that **LAs' accountability** is fundamental for good local governance at local level. The corruption and incompetence of councillors and civil servants, as well as abuses of power and clientelism on their behalf were reported as major problems. Respondents called for a "culture of quality" in order for LAs to be accountable for their public policies and budget expenditure to both the central government and their citizens. For instance, part of the respondents suggested establishing observatories managed by CSOs to supervise the activities of LAs. In connection to this,

several respondents mentioned **transparency** in both elections and decision-making as a fundamental value, to encourage citizens to trust LAs and participate in local public affairs.

Better human resources and capacity development were considered as important factors enabling LAs to contribute to good governance at local level. In particular, ALAs and Development Partners pointed out **decentralised cooperation** as a valuable means of technical support, enabling LAs to exchange experience and increase their own accountability and transparency, considered as building elements of good governance at local level.

Box 8: Participatory budgeting in Porto Alegre

Participatory Budgeting (PB) was established in Porto Alegre, Brazil in 1989 as a means of involving ordinary citizens in the annual municipal budget decision-making cycle. Since that date, almost 20,000 citizens participated in popular assemblies affecting the distribution of around \$160 million in investments. Today, more than 15,000 municipalities across the world use participatory budgeting as the most widespread tool of participatory democracy.

Source: www.participatorybudgeting.org/category/porto-alegre/

Finally, respondents encouraged **better communication and circulation of information** on behalf of LAs. On the one hand, Local Authorities must be trained in public relations and communication to strengthen their interaction with citizens and the media; on the other hand, civic education programmes should be organised to inform citizens of their rights.

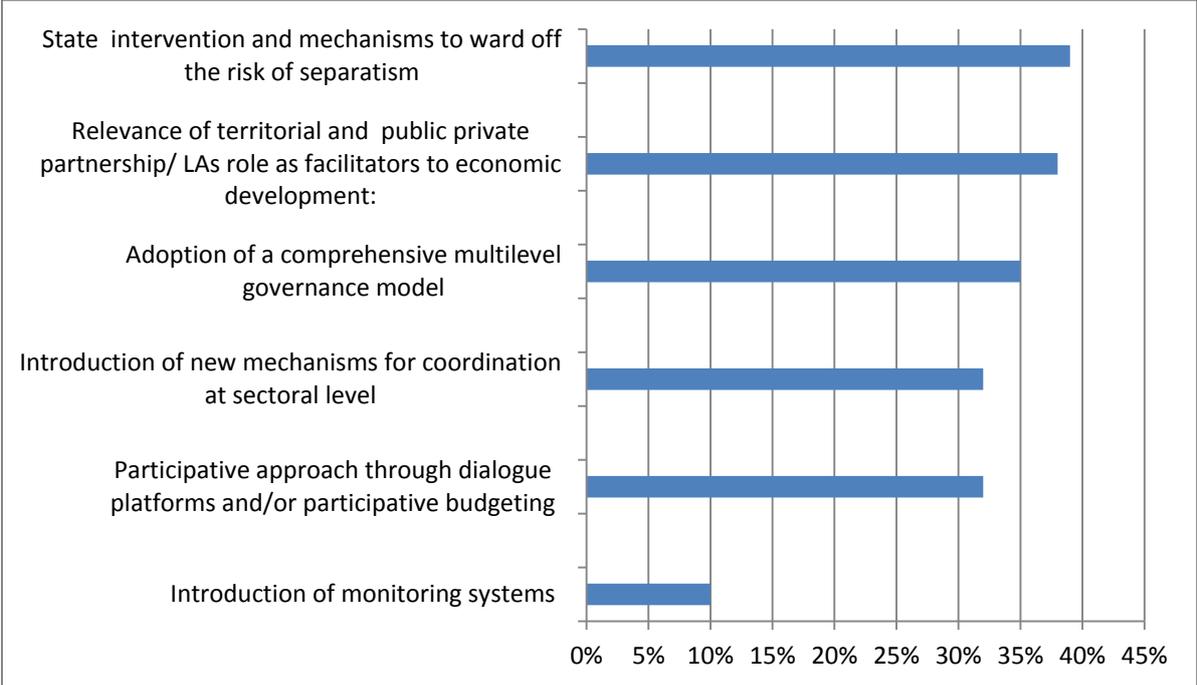
2.3 Issue 3: Territorial development

Territorial development is a dynamic process based on a multi-actor and multi-sector approach, in which different actors work together for sustainable development policies and strategies at the local level. Thanks to their legitimacy and proximity with citizens, Local Authorities can act as facilitators of socio-economic cohesion managing resources available at local level, by promoting territorial partnerships,²³ encouraging interaction with higher-level institutions.

This topic encouraged reflecting on possible mechanisms for better policy coordination, both between LAs and the central government, and at the local level among different sectors. In a nutshell, the issue aimed at identifying ways in which LAs can foster development at local level by using an approach focused on territorial assets in terms of natural resources, social capital, etc. Finally, the Issue Paper consulted the respondents on the risk that enhancing territorial specificities might lead to separatism.

²³ According to the Issue Paper, territorial partnerships are “voluntary agreements between Local Authorities, Civil Society Organisations, representatives of the private sector and citizens”, p. 11.

Figure 10: Recurrence of key messages as regards Issue 3



In order to support territorial development, the idea of **territorial partnership** was explored and, in particular, contributors expressed the view that **public-private partnership** must be instrumental to promote local economic development. In order to avoid competing with the private sector, LAs should better find a synergy with it and with CSOs. While the private sector would take care of the operational issues, LAs would play an oversight and legislative role. For that to be possible, many respondents stressed the importance of having democratic elected LAs that would be accountable to citizens.

Within territorial partnerships, LAs were acknowledged as **facilitators** when it comes to **economic development** as they can positively affect the business and investment environment by putting in place information systems, ensuring a coherent territorial planning and implementing the strategies for local economic development.

In order to ensure a better coordination between Local Authorities and Central Governments in matter of social cohesion and among LAs themselves, respondents, mainly from partner countries, indicated the introduction of **monitoring systems** as useful tools to validate or invalidate the consistency of local policies with central ones at sector level: prefectural bodies were pointed out as possible executors of such function. Additionally, mechanisms for coordinating the urban sectors were identified, such as the establishment of a multi-stakeholder process to develop national urban development policies.

As for the coordination of sector policies within the territory and with the national level, the following **mechanisms were suggested**: i) territorial development policies and national urban policies; ii) sub-national sustainable development Committee; iii) multi-level governance frameworks.

Box 9: Partnership between Local Authorities and communities: Awareness raising and participatory budgeting

In the Dominican Republic, through an EU-funded water and sanitation programme, a partnership was established between Local Authorities and local communities, with the support of the CSO Visión Mundial República Dominicana (VMRD). VMRD supported the local communities by raising awareness on their rights and teaching how to advocate for their rights. In the meantime, local officials launched a process of participatory budgeting to allocate the funds received from the central government according to citizens' priorities.

Source: *CONCORD*

URL: www.visionmundial.org.do/index.php?id=107

A **participating approach** and correspondent **participative budgeting** were considered of paramount importance in the increase of LAs' participation in the definition of policies and strategies for the territory. This could also facilitate the involvement of **marginalised local actors** and vulnerable groups to actively take part in the development dialogue influencing change from the bottom-up.

Consequently, the majority of contributors highlighted the need of establishing **dialogue platforms** – either institutionalised or not – where all stakeholders would have the chance to be involved in sectoral policies. In particular, many respondents from Development Partners stressed the importance of creating **comprehensive multi-level dialogue models**.

The need for **pluri-stakeholder programmes**, understood as multilevel governance models integrating all stakeholders operating within a specific territory, was also emphasised.

About the risk that focussing on territorial specificities might lead to **separatism**, the respondents from partner countries emphasised the fact that mechanisms aimed at balancing the unequal distribution of resources would ward off such a possibility. It was noticed that a real decentralisation would be the best solution to avoid separatism. Moreover, central governments could guarantee national unity through clear regulations and/or providing an arbitration mechanism to settle any possible disputes.

Box 10: The case of Latin American Centre for Rural Development (RIMISP)

Set up in 1986, the RIMISP is a non-profit organisation whose objectives include strengthening the capacity of different social groups involved in rural development while revitalising the Latin America rural societies. The Programme focused in particular on Rural Territorial Development (RTD), by proposing the implementation of simultaneous processes for production transformation and institutional changes at the level of rural territories.

Source: www.rimisp.org

2.4 Issue 4: Decentralisation

Considered as a tool to improve the delivery of public goods and services, decentralisation has increased its importance in development cooperation in the last 20 years. Through such a reform process, LAs have managed to be growingly involved in policy-making, as their proximity to local communities put them in the position to better control and use material, social and institutional resources. According to the **principle of subsidiarity**, Central Authorities cannot enhance local

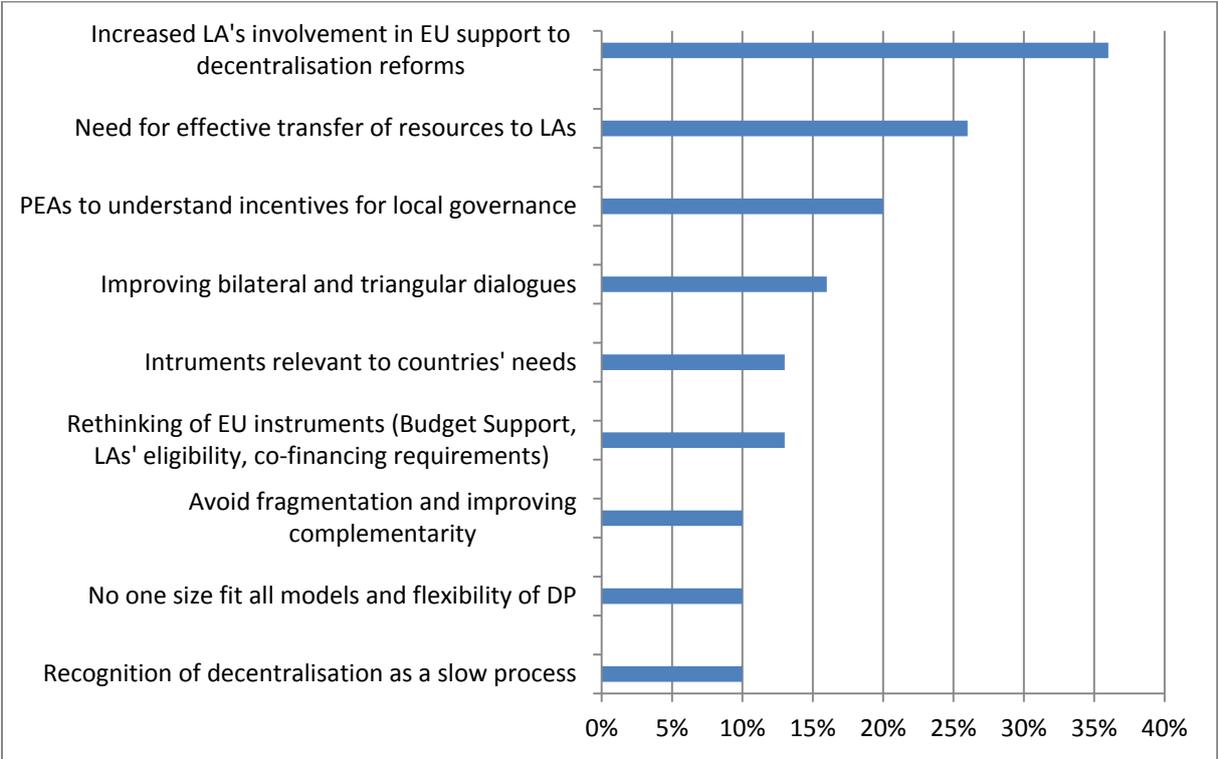
development alone, but also need to interact and cooperate with Local Authorities and all the other actors, such as CSOs and/or the private sector.

It should be noted that **decentralisation is a public sector reform characterised by three dimensions.**

- *Political decentralisation* transfers policy and legislative powers from central government to autonomous, lower-level assemblies and local councils;
- *Administrative decentralisation* places planning and implementation under the responsibility of locally situated civil servants, which are under the jurisdiction of local representative bodies;
- *Fiscal decentralisation* accords substantial revenue and expenditure authority to LAs. This particular point is very relevant as LAs can only deliver services efficiently if they have sufficient resources.

This fourth topic mainly probed into five sub-themes: i) how to enhance aid effectiveness in the field of decentralised cooperation; ii) how Political Economy Analysis could be useful for Developing Partners to understand the importance of decentralisation; iii) how decentralisation could support territorial development and which examples exist of successful decentralisation processes; iv) which challenges are to be faced in order to strengthen the dialogue among all stakeholders (LAs, CAs, DPs, etc.); v) how the EU can improve its aid modalities, aiming at decentralised cooperation.

Figure 11: Recurrence of key messages as regards Issue 4



With regard to the major challenges and obstacles affecting decentralisation reforms, many contributions underlined the limits of having devolution laws **without a concrete transfer of financial resources to Local Authorities**. Central governments often lack the political will to strengthen and implement decentralisation regulations. Most contributors expressed the view that Developing

Box 11: The case of Tunisia

The province of Barcelona together with three important Tunisian cities (Sfax, Sousse and Tunis) has launched a process with the Constituent Assembly to involve the three cities in the debate and writing process on the Constitution articles related to decentralisation model.

This project has seen the participation of several international organisations (UCLG, UN Habitat, etc.) and it has also been an example of coordination amongst European actors of decentralised cooperation.

Source: Disputació de Barcelona

Partners should intervene in this specific aspect, by pushing partner governments to apply the relevant legislation on decentralisation.

In their support for decentralisation, Development Partners were recommended to use **Political Economy Analysis** (PEA), as this would allow a better understanding of the benefits that decentralisation entails on local communities. It was noticed that the use of PEAs might clarify **the incentives and the dynamics underlying local public sectors**, and enhance a more strategic and effective aid. It was emphasised that PEA approach should be the outcome of a common agreement between national and sub-national authorities.

For aid to be effective, respondents highlighted that *one-size-fit-all* models should be avoided. Hence Developing Partners should use some **flexibility**, by focussing on the **local specificities of each community**. Moreover, **national support instruments** should be designed with the goal of promoting a conducive environment for LAs to fulfil their functions, while **monitoring mechanisms** should ensure the accountability of LAs. Additionally, some contributors stressed the importance of both increasing the **complementarity** amongst development actors and **avoiding the fragmentation** of local groups when dealing with aid delivery, encouraging regrouping of LAs, like municipalities' associations.

Several examples were mentioned of **incomplete decentralisation** such as Togo, Zimbabwe, Mali or Burundi, where there is a demand for a more substantial devolution of competences and powers. These cases have also shown that the decentralisation is a process and it might take some time for it to be completed, requiring DPs to take into account local contexts in their aid delivery.

Improving dialogue between all stakeholders is another challenge. In order for such dialogue to produce effective outcomes, many respondents observed that LAs must be recognised as development actors and associated to the definition of local development strategies. According to several Development Partners, **bilateral or triangular meetings** would be useful to exchange best practises and DPs should promote such dialogues and consultations between national and sub-national authorities.

Box 12: The Ivory Coast: An interesting example

Mentioned as a positive example of decentralisation, the Ivory Coast has recently witnessed the transfer of 16 competences to LAs, including education, health, hydraulic, security. The budget allocated to LAs was between 2% and 3% of the total national budget.

Moreover, LAs have been requested to increase their budget through their own revenues from 37% in 2008 up to 70% in 2015, and to increase the share of people's participation up to 75% against the 25% of 2008. In order to achieve such ambitious targets, however, regulations should be implemented.

Source: Association Internationale des Maires Francophones

On this front, DPs and specifically the EU have been warmly encouraged to provide direct aid to LAs on public management: it was quite strongly agreed upon that the EU should introduce a form of

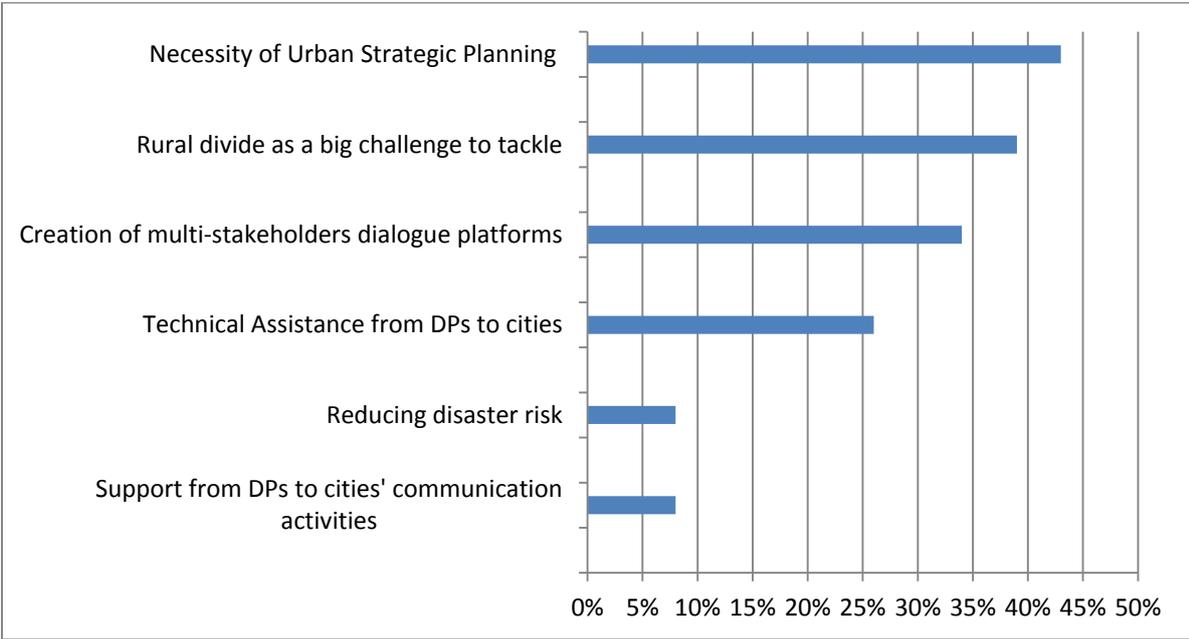
direct cooperation with LAs in order to support decentralisation, by providing LAs with technical support and capacity development. In particular, contributors suggested that the EU should avoid the use of Budget Support, while introducing national programmes similar to structural funds and making LAs eligible for thematic programmes. A gradual approach such as the **performance-based grant system** (used for instance in Uganda, Tanzania, Kenya, etc.) was indicated as an interesting solution towards capacity development and harmonised fiscal transfer in the framework of decentralisation reforms. Finally, it was suggested to remove the co-financing requirements for LAs in Commission grant procedures as they inhibit LAs' participation in EU programmes, due to LAs' limited resources.

2.5 Issue 5: Support to Urban and Rural Local Authorities in a context of Rapid Urbanisation

As more than half of the population is currently living in urban areas, urban governance has emerged as another essential aspect of good local governance and sustainable cities. In this context, cities have become the frontline actors in facing the challenges brought by the rapid growth in urban population, such as livelihoods, urban infrastructures, public safety and environment.

This issue specifically asked for opinion on how LAs can improve its response towards the increasing demand for local public services created by urban dynamics. Moreover, contributors were requested to discuss the role of DPs in assisting LAs in enhancing cities' sustainability.

Figure 12: Recurrence of key messages as regards Issue 5



The majority of contributors emphasised the need to identify an **Urban Strategic Planning** to allow LAs to play an active role in urbanisation. Urban planning and spatial design are considered crucial in bridging the gap between cities and rural areas, as they promote an integrated and traversal approach aimed at promoting principles such as social inclusion, density and optimisation of resources. The main model presented was the **City Development Strategy (CDS)**, understood as an action-oriented process, helping LAs outlining a strategic approach within a long-term perspective and allocating resources in a smart-minded way. An integrated approach not only configures a form

of coordination between cities of the same territory but also encourages partnerships between LAs, CSOs and the private sector. Through such a **strategic approach**, cities would be able to know the incoming and outgoing flows of citizens in their territory and hence, assess the impact of population growth.

The phenomenon of the growth of urban **slums** was tackled: seen as the result of population growth and a failure of governments in integrating the pressure on urban services due to urbanisation, slums constitute a huge problem for big cities in terms of poverty, health reasons and poor economic situation. Therefore, contributors from Development Partners indicated **slum upgrading** as a process of

gradually integrating and incorporating these areas into the city itself by extending services and rights to slums inhabitants and ensuring therefore a more balanced approach to the development of the cities. In this context, it was suggested that the establishment of the **National Urban Forum** (NUF) could allow for increased dialogue and cooperation among stakeholders, with the purpose of creating policy-oriented debates around key-issues and opportunities of urbanisation.

As a matter of fact, **the urban-rural divide was analysed as one of the biggest challenge** for LAs to tackle. According to respondents, encouraging the development of rural areas as well as of cities should be prioritised through the promotion of investment in those areas as well as ensuring income redistribution across the whole territory of a country via the creation of job opportunities, the presence of industries and the establishment of services in rural areas and small-size cities. This more balanced approach to the development of the whole country should be therefore supported.

With regard to the role of Developing Partners in assisting LAs in enhancing cities' sustainability, a number of respondents, mainly from Policy Fora and Development Partners, highlighted the importance of creating **multi-stakeholders dialogue platforms** where municipalities from developing countries can meet and exchange good practices.

Some contributions emphasised the need for a form of **technical assistance** from DPs that could improve cities' expertise on modern housing development, urban planning and/or road infrastructure. Expertise could and should be exchanged on how to deal with new challenges such as climate change. It was recommended to establish a solid cooperation amongst cities on how to build disaster proof infrastructures, **reducing disaster risk** within a long-term perspective. This capacity-development process could be considered as an opportunity to include **sub-urban and rural actors** as well as vulnerable groups in the discussion on urban development policies.

Box 13: City Development Strategy in Yemen

The City Development Strategy (CDS) has been elaborated by Cities Alliances and it is meant to help cities move beyond planning around the short-term political or donor-funding cycle to considering where they would like to be in 20 or 30 years, and the steps that need to be taken to achieve those goals. To be effective, a CDS should normally have internal consistency, a targeted scope, a measurable achievement, a flexible framework and extended ownership. In Yemen, a CDS was developed for two port cities (Hodeidah and Mukalla), proving to strengthen the linkages between LAs, the private sector and civil society including the National Women's Council. Based upon the CDS in both cities, considerable investments were leveraged from both the national government and international development partners.

Source: Cities Alliance

URL: www.citiesalliance.org/yemen

On the role of Development Partners, it was also suggested that they could support big cities by assisting them with **communication activities** outwards and by funding projects aimed at reducing the population’s demand to live in urban areas.

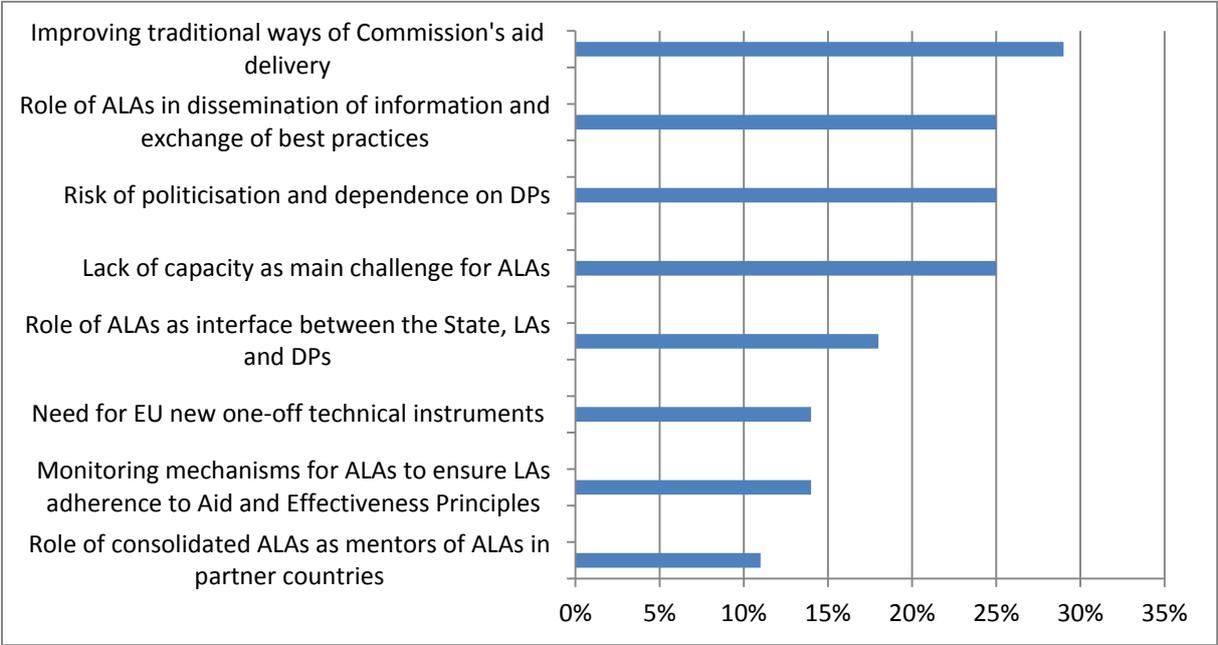
2.6 Issue 6: Associations of Local Authorities

Associations of Local Authorities are in some countries a relatively **new phenomenon with large potentials**, as they can be instrumental for the achievement of local governance and development goals. By looking into the challenges and opportunities that ALAs face, the sixth issue of the IP explored both the role that these Associations might play in enhancing their members’ adherence to Aid Effectiveness’ Principles and the modalities the EU could use to reinforce them.

ALAs normally serve the purposes of:

- Representing members' interests, towards central governments and other development stakeholders as well as internationally;
- Coordinating and acting as platforms for discussion among the members, including the facilitation of political and institutional dialogue with higher-level authorities and citizens;
- Knowledge sharing and capacity development, with emphasis on international cooperation (e.g. collection and exchange of information, training on project management);
- Controlling the quality of LAs' performance, particularly in matter of local development (e.g. through peer reviews between members);
- Promoting and managing territorial development plans with social participation.

Figure 13: Recurrence of key messages as regards Issue 6



However, their role as development actors risks being undermined by **several challenges**. First of all, a number of contributions showed that ALAs are often **lacking of administrative, financial and human capacities**. Secondly, ALAs risk an **excessive politicisation** that might boost divisions among LAs themselves, ultimately compromising ALAs’ role in local development. Finally, ALAs sometimes

act as mere projects' implementers with the risk of becoming too **dependent on Developing Partners' funding**.

Despite these concerns, ALAs can also be considered as instrumental for decentralisation processes, as they enhance the **dissemination of information and best practices** amongst their members. In this context, European sister associations were indicated as major actors for carrying out institution-building activities towards ALAs. Being mentored by consolidated ALAs emerged as one of the requests made by the contributors from partner countries, which also envisaged a form of South-South cooperation on such an issue.

Box 14: The ARIAL Programme for ALAs in the ACP Countries

ARIAL is an EU-funded Regional Programme aimed at improving the quality of ALAs in the ACP region. In the specific context of Pacific Islands, the EU provided funding for the establishment of two ALAs in Vanuatu and Kiribati (LAAV and KiLGA). Also, the EU financed the organisation of trainings with experts helping in the assessment of the EU applications' modalities.

URL: www.arial-programme.eu

In tackling **ALAs' role with regard to their members**, respondents pointed out that Associations should serve as the interface between LAs, the State and Development Partners, while representing LAs' interests at all levels. Moreover, ALAs might be in charge of monitoring mechanisms for policy and programme implantation as well as guaranteeing their members' adherence to the Principles of Aid Effectiveness.

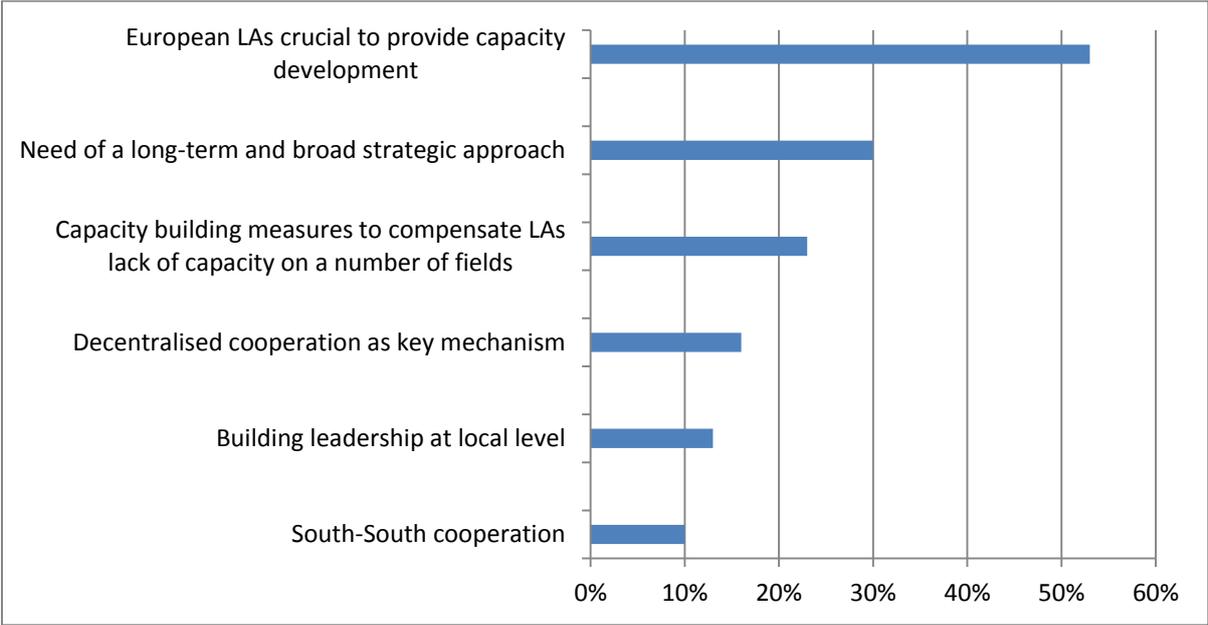
As for the role that the EU should play in order to support ALAs, an agreement emerged on the fact that these Associations require more attention and resources to compensate their lack of capacities. **On aid modalities**, however, there were some divergent opinions among contributors. Some respondents proposed the adoption of direct grants and the creation of a new budget line managed by EU Delegations, assisting ALAs. Other respondents from LAs and partner countries discouraged the use of traditional Call for Proposals as they could create competition between ALAs and its members in applying for grants. According to these respondents, the EU should rather conceive **new one-off technical instruments** allowing measures such as twinning programmes and/or capacity development. Moreover, the creation of long-term multi-stakeholders exchange programmes was encouraged.

2.7 Issue 7: Enhancing the internal capacities of Local Authorities

In order to reinforce local governance and development processes at local level, **LAs' capacities need to be built and strengthened**, especially since LAs in developing countries face quite often internal capacity constraints, inhibiting their role as effective development actors. Capacity development is therefore deemed necessary and DPs' contribution is required to improve the delivery of local public goods and services by LAs, and to enhance their internal governance.

Besides the role of DPs in supporting capacity development, this issue explored the ways in which European LAs and ALAs might contribute and strengthen LAs' capacities in partner countries. Moreover, available good practices on transfer of know-how were requested as examples to be taken in account in further capacity development process.

Figure 14: Recurrence of key messages as regards Issue 7



As highlighted by most respondents, LAs have limited capacities on a number of fields (financial, electoral, administrative, etc.) and they need an **intense process of modernisation**. Hence, traditional capacity development activities such as trainings, study visits and twinnings in partnership with European LAs and ALAs were recommended. Nonetheless, the majority of respondents, in particular from DPs, pointed out that an approach going beyond the mere best practices’ exchange would be required as it would be fundamental to approach capacity development within a **longer-term perspective and with a broader engagement** from DPs. In nutshell, it was claimed that the focus should be given to **leadership’s building at local and regional levels**, while a comprehensive framework to capacity development must be elaborated.

In such a context, **decentralised cooperation of European LAs and ALAs with their counterparts in partner countries was identified as an important mechanism** to provide a greater impact to the process of enhancing LAs capacities: through direct cooperation and an increase in LAs resources, DPs would improve LAs’ ownership and contribute to strengthen their ability in performing public management functions. Within this broader strategy, also South-South cooperation and ALAs’ role as capacity developers were encouraged.

European LAs and ALAs were identified by partner countries and Regional Fora **as crucial** in this process as they have specific expertise on decentralised cooperation, public management, social inclusion, urbanisation, etc. They have the necessary **political legitimacy** to support institutional building by exchanging know-how on local economic development and social cohesion. Furthermore, it was stressed that European LAs have a good track record in raising awareness for education development issues, thus providing assistance on this field would be highly important as it would enhance local government representatives’ skills, with a positive impact on the quality of local governance.

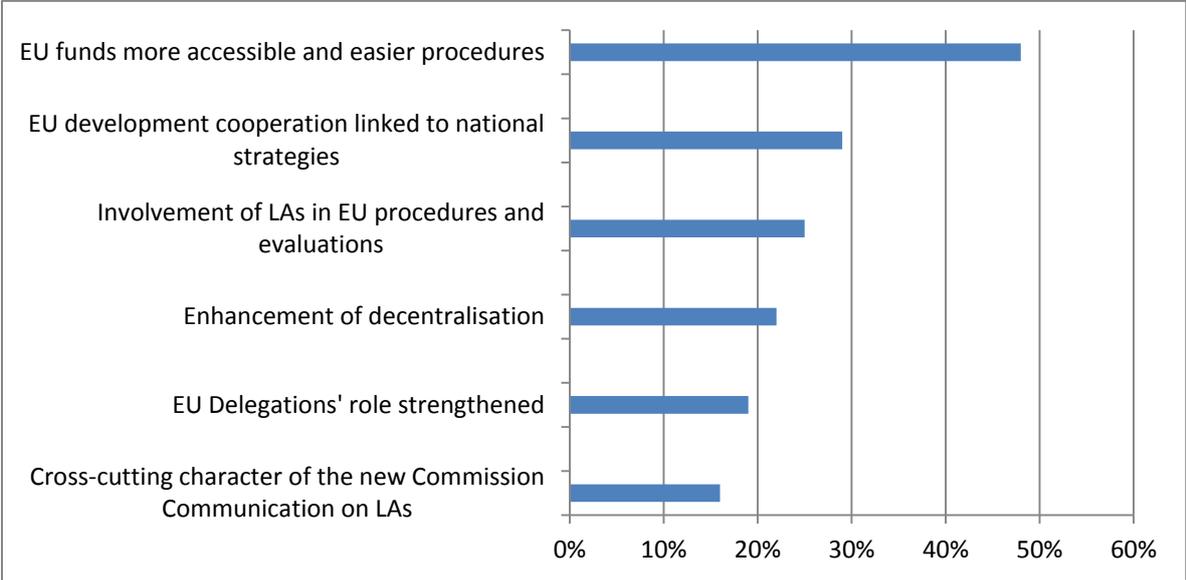
Amongst the examples provided, the case of Togo emerged with initiatives such as **RESEGEM** (Réseau des Secrétaires Généraux des Mairies)²⁴ or **PRECAL** (Projet de Renforcement des Acteurs Locaux).²⁵ The former, established in 2010, allows General Secretaries to exchange experience and difficulties, while the latter is planned to sustain and reinforce the first one with EU assistance. The establishment of the **link between town and cities in Germany and in South Caucasus**²⁶ was also brought as an example of expertise’s exchange between equal partners on municipal issues. Finally, the **partnership established city-to-city between Nakuru, Kenya and Leuven, Belgium** was mentioned as a direct form of cooperation between cities, aimed at developing a longer-term pact on sustainability, education, culture and information exchanges.²⁷ This cooperation was achieved within the UN-HABITAT Programme, allowing local experts from Leuven to support Nakuru’s LAs.

2.8 Issue 8: Towards a consistent EU engagement with Local Authorities at country level

The issue 8 of the IP tackled the role of the EU in engaging with LAs: from decentralised cooperation to the Principles of Aid Effectiveness. The main question was how the EU could improve its support to LAs/ALAs in partner countries.

In general, the importance of the **Commission Communication on LAs** at this point in time was acknowledged. Both DPs and LAs pointed out that the Communication should have a transversal effect, to be taken as a statement of general policy, to be taken on board by all programmes and projects of the EU as well as by EU MS in their own development cooperation activities.

Figure 15: Recurrence of key messages as regards Issue 8



When replying to the question on the **EU aid modalities**, a vast majority of LAs from partner countries was eager to indicate the main **challenges for LAs to access the EU funds**, identifying the difficult procedures as the major obstacle. Budget Support and the Thematic Programme NSA-LA

²⁴ URL: www.uct-togo.org.
²⁵ URL: www.aimf.asso.fr/default.asp?id=13&theme=1&programme=29&projet=38.
²⁶ URL: www.giz.de/themen/en/31537.htm.
²⁷ URL: ww2.unhabitat.org/programmes/agenda21/nakuru.asp.

were criticised, as the former prevents an effective decentralisation while the latter assigns limited funding to LAs. Moreover, LAs advocated for a widening of the eligibility criteria that could include them in a more extensive way. Finally, they requested to eliminate the co-financing requirements which quite often limit their participation in Calls for Proposals, due to their limited resources.

With regards to the necessity of respecting **Development and Aid Effectiveness Principles** when engaging with LAs, respondents highlighted the importance of involving LAs in the **evaluation** of EU cooperation’s programmes. LAs affirmed their willingness to take part to the monitoring of the **quality** and the **results** of the programmes they are involved in. **Monitoring mechanisms** to ensure LAs’ adherence to the Principles of Aid Effectiveness were considered useful. It was pointed out that the EU should adapt its aid to countries’ needs, lining up with the national development policies, in order to avoid duplications and overlapping.

An agreement emerged amongst the contributors upon the fact that **decentralised cooperation** should be integrated in a more long-term approach within EU support to LAs. Within this framework, it was suggested to introduce a form of **“delegated management”** within the EU development policy which would allow European LAs to act on behalf of the EU on a number of development issues related to LAs: these EU LAs would be selected through Call for Proposals and they would be in charge of achieving strategic comprehensive development goals, as requested by the EU. Such an approach was appreciated as it would ensure ownership and it would enable a transfer of capacity from European LAs to LAs in partner countries.

Finally, contributors emphasised the role that **EU Delegations** could play in engaging with Local Authorities, suggesting that they should be more involved in engaging dialogues with LAs since they can better understand the ongoing local dynamics in partner countries. The UE was called to build links between the Delegations and LAs by increasing exchanges on policies, project funding opportunities, and even through dedicated local government desks in the delegations.

Box 15: Observatory of Decentralised Cooperation EU-LA

Amongst the successful instruments that the EU was encouraged to create, the case of the Observatory of Decentralised Cooperation EU-LA was mentioned. Co-financed by the EU, the initiative was coordinated by the Province of Barcelona and it constitutes a tool for solidarity between cities, regions and other stakeholders. Its main goal is to increase decentralised cooperation between EU LAs and LAs in partner countries aimed at reducing poverty, enhancing regional integration and building local capacities.

Source: VNG, URL: www.vng.nl

Box 16: URB-AL Office of Coordination and Orientation

The URB-AL III Orientation and Coordination Office (OCO) is a Technical Assistance instrument for 20 projects awarded by DG DEVCO within the URB-AL III Regional Programme. As set out by the European Commission, OCO’s mission is to support the execution of the programme URB-AL, by providing technical aid and accompanying the different projects towards the achievement of the programme's goals: (i) to contribute to increasing the degree of social and territorial cohesion within sub-national in Latin America; (ii) to consolidate or promote social cohesion policies that can become models that generate debate and indicate possible solutions for sub-national authorities of Latin America wishing to stimulate social cohesion dynamics.

Source: www.urb-al3.eu/index.php/contenido/oco_urb_al_iii?id_menu_principal=5

3 Annexes

3.1 Annex 1 – List of consultations and contributors

Listed below are only those respondents who agreed to have their identity published

3.1.1 List of consultations

	Regional Event²⁸	Organiser	Place, date
1	Committee Meeting	Association internationale des Maires francophones (AIMF)	Geneva, 30/08/2012
2	High Level Forum on Decentralisation in East Africa	United Cities and Local Governments (UCLG), East African Local Governments (EALGA), Commonwealth Local Governments Forum (CLGF)	Arusha, 25/09/2012
3	General Assembly	Council of European Municipalities and Regions (CEMR)	Cadiz, 26/09/2012
4	Congress “Resilient Cities: Rethink, Rebuild, Revitalise”	UCLG Asia Pacific	Jakarta, 03/10/2012
5	General Assembly	Conference of Peripheral and Maritime Regions of Europe (CPMR)	Bialystok, 03/10/2012
6	Urban Research and Knowledge Symposium “Rethinking Cities: Framing the Future”	World Bank and the City of Barcelona, and coordinated by Cities Alliance	Barcelona, 10/10/2012
7	VII Foro Iberoamericano de Autoridades Locales	UCLG, Federación Española de Municipios y Provincias (FEMP), Federación Latinoamericana de Ciudades, Municipios y Asociaciones (FLACMA)	Madrid, 17/0/2012
8	CLGF Meeting in the Pacific	Commonwealth Local Governments Forum (CLGF)	Solomon Islands, 08/11/2012
9	Regional Structured Dialogue with LAs from the ENP South	European Commission’s Directorate-General DEVCO – Unit B2 “Civil Society and Local Authorities”	Tunis, 21/11/2012
10	Africities Summit	United Cities and Local Governments (UCLG) Africa	Dakar, 04/12/2012
11	Consultation with Associations of LAs and CSOs from the Eastern Partnership Countries	Association of Local Democracy Agencies (ALDA)	Paris, 11/12/2012

²⁸ The European Commission organised all the regional events in cooperation with PLATFORMA, exception made for consultation sessions 6 and 11.

3.1.2 List of Contributors

@ National Level		
Country/Actor	Who? /Where?	
Argentina	LAs and CSOs via EU Delegation	
Bosnia and Herzegovina	LAs and CSOs via EU Delegation	
Brazil	LAs and CSOs via EU Delegation	
Cameroon	LA and ALA via EU Delegation	
Chad	ALA via EU Delegation via	
Ecuador	LAs via EU Delegation	
Laos	CSOs via EU Delegation	
Lebanon	LAs and ALAs via EU Delegation	
Mauritius	LAs and ALA via EU Delegation	
Morocco	LAs via EU Delegation	
South Africa	ALAs and CSOs via EU Delegation	
Swaziland	LAs via EU Delegation	
Togo	ALAs via EU Delegation	
Trinidad & Tobago	Ministry of LAs via EU Delegation	
Zambia	Ministry of LAs via EU Delegation	
Zimbabwe	ALAs via EU Delegation	
@ European Level		
CONCORD	European CSO within Policy Forum on Development, Brussels 18/10/2012	
ENOP	European CSOs within Policy Forum on Development, Brussels 18/10/2012	
Austria	EU Member States' experts	
Belgium	EU Member States' experts	
Germany	EU Member States' experts	
Italy	EU Member States' experts	
Slovakia	EU Member States' experts	
Slovenia	EU Member States' experts	
Cellule d'Échanges et de Partenariats Rhône-Alpes, Afrique de l'Ouest, Madagascar (CEPRAOM)	LAs Partnership via the Committee of the Regions	
Maison européenne des pouvoirs locaux français, France	Union of National ALAs via the Committee of the Regions	
Région Rhône-Alpes, France	LA via the Committee of the Regions	
VNG – Dutch National Associations of LAs, The Netherlands	National ALA via the Committee of the Regions	
PLATFORMA	Regional ALA	
Fons Català de cooperació al desenvolupament, Catalogne	Development Partner	
@ International Level		
Cities Alliance	Development Partner	
United Nations Development Programme	Development Partner	
Fond Mondial pour le Développement des Villes (FMDV),	Development Partner	
Decentralisation and Local Governance (DeLoG) Work Group	Development Partner	
VNG International	Development Partner	

	CGLU	International ALA
	Structured Dialogue Ambassador from Bangladesh	LA within Policy Forum on Development, Brussels 18/10/2012
	Fair Trade Advocacy Office	Policy Forum on Development, Brussels 18/10/2012
	Global Local Forum	CSO
	City Council of Barcelona	LA
	Network of ALAs of South-East Europe (via DeLoG)	ALA
	PLATFORMA Position	ALA
	Association des Régions de France	ALA

3.2 Annex 2 – Other relevant cases shared by respondents

3.2.1 Case studies on Issue 1: Framing the Local Authorities role in current international debates

Haiti, DPs – Coordination and cooperation for Local Authorities reconstruction and effective service delivery in Haiti

In 2010, representatives of Local Authorities in Haiti requested Development Partners (DPS) for assistance after the earthquake for a number of municipalities in *Les Palmes Region*, located in South-West of Haiti. The specific objectives of the programme were to re-establish the institutional and technical capacities of four municipalities in the *Les Palmes* and to provide key urban services related to education, land use planning, project management, financial management, human resources and communication, water and waste management. By doing so the Haitian municipalities were supported in regaining their capacity to manage relations with the central government and CSOs active in their region.

More info:

www.cities-localgovernments.org/committees/cib/Upload/case_studies/florence_en_uclg_case_study_haiti.pdf

Ecuador, UNDP – Measuring Aid Effectiveness at the local level

The Government of Ecuador through the Technical Secretariat for International Cooperation and the UNDP ART Programme in Ecuador have developed an innovative instrument to measure development cooperation effectiveness at the local level. Measuring the application of aid effectiveness principles at the local level revealed that ART-like mechanisms directly contribute to the alignment, ownership and harmonization of development cooperation actions and actors. The measuring exercise itself also proved useful in improving the knowledge of local actors about the aid effectiveness agenda as well as in strengthening their capacities in the management of international cooperation.

More info: www.undp.org/ec/art/frontEnd/main.php?idSeccion=309;

web.undp.org/geneva/ART/resources/ART_AR2011.pdf

Lebanon, EU DEL – The Cluster Approach

The Cluster approach that Economic and Social Fund for Development (ESFD) is currently applying in North Lebanon aims at creating some kind of economy of scale so that LAs think from a synergetic and complementary perspective, but the extreme marginalization of the peripheral areas and the lack of a national local development vision still remain a problem.

More info: www.cdr-adelnord.org/5/8/5/6/9/9/leaflet-akkar-daoura.pdf

3.2.2 Case studies on Issue 2: Good Governance for Development: the Local Level

Togo, EU DEL – «Quadrilogue approach»

The Association of Togo's Cities established a consultation framework called "quadrilogue", which aims at engaging all stakeholders in basic services management bringing together the State, Local Authorities, service providers and users, in order to establish an institutional architecture to assure a collective governance of services, built on a consensus process for a shared environment and vision.

More Info: www.uct-togo.org

Peru, CSOs – Towards an integrated approach to local development

A few years ago, indigenous communities in Cusco (Peru) launched an initiative to combat chronic malnutrition, based on community surveillance of growth and early childhood development. This initiative was presented to the Local Authorities and health sector of the Calca Province, as a central strategy for the design and implementation of a Municipality programme on early childhood development. This municipality programme has been made possible through openness, dialogue and consultation between local authorities, officials of the primary care health sector and education sector, women's organisations, health promoters and community leaders. This programme is now being implemented in 13 communities of the district. The daily interaction between local authorities, officials and citizens is a constant source of learning to generate synergies that promote an integrated local development.

More info: <http://plan-international.org/where-we-work/americas/peru/where-we-work/cusco-en>

Global, NGOs – European development education partnering

The Italian National Association for Non-Governmental Development Organisations (NGDOs) considers cooperation with Local Authorities a key strategic issue, and LAs to be influential actors for Development Education and Awareness Raising (DEAR) priorities with the general public and local communities. Examples of projects in Italy that link together LAs, NGOs and other actors include:

- The network among 21 actors in the Piedmont Region, which prioritise links with 3 regions (Sahel, Morocco, Guatemala) and merges Development Education and Environmental Education Issues;
- Collaboration between various actors and across specific territorial areas is being positively developed by the Sistema Toscano della Cooperazione (Tuscany Region - SINET projects), involving NGDOs, LAs and other local stakeholders in collaboration with regions in the Balkans, Israel, Palestine, and South Africa.

More info:

www.ongitaliane.org/it/chi-siamo/le-piattaforme/11-la-piattaforma-di-educazione-allo-sviluppo.html

Vietnam, DPs – Fostering accountability in Vietnam

Papi Programme supports the development of monitoring tools to capture and measure the views and experiences of citizens as users of public administrative services. It measures the standards of governance and public administration based on citizens' experience of interacting with government authorities and provides a bottom-up perspective. It captures more than 13.000 individual citizens' experiences, in a ground-breaking effort to support a more evidence-based local policy making process.

More info: www.papi.vn

Bangladesh, UNDP - Providing legal services at the village level

The Union Parishad (UP) in Bangladesh, the lowest tier of rural LAs, contributes to the principles of good governance at local level by providing legal service through Village Courts. The Village Courts Act 2006 provides the UP with responsibility to resolve petty disputes (both civil and criminal in nature) at local level within a certain pecuniary jurisdiction. However, this Act was not fully functional due to various limitations. The EU and the UN supported the Activating Village Courts Project through inter alia capacity and skills training for duty bearers, community awareness' raising about their rights, support to legal protection and aid to facilitate access to justice, especially for the poor and disadvantaged. Given the success of the project, the Government enhanced the pecuniary jurisdiction threefold and urged DPs to expand the project coverage.

More info: www.villagecourts.org

Latin America, DPs - Assessing local governance

PROLOGO is a regional initiative funded by the Generalitat Valenciana, and implemented by the UN which promotes local democratic governance in the context of Human Development through inclusive participation and the strengthening of local institutions. It involves 3 interrelated components: a) Creation of local centres to review and monitor conditions of local governance for achieving the MDGs, disseminate and share information, and provide a forum for dialogue between LAs and civil society organisations; b) A Regional Node to provide local centres with knowledge, tools and methodologies on good local governance, and to build capacity on the basis of training, systematization of practices, cooperation between the local centres; and c) The design and implementation of a virtual training system for local governance. The pilot phase of PROLOGO covered 3 municipalities: in Colombia, El Salvador and Dominican Republic. In each municipality a local governance assessment was carried out with particular emphasis on the selected thematic area.

More info: www.pnud-gobernabilidaddemocratica.org/index.php/13-proyectos/253-prologo-gobierno-local

3.2.3 Case studies on Issue 3: Territorial Development

Gobal, UNDP – The ART Initiative

UNDP launched in 2005 the ART Initiative (Articulation of Territorial Networks for Sustainable Human Development) as a multilateral platform for the articulation of local development actors in support of decentralisation, local governance and local development. ART platforms plan and implement sustainable human development strategies at local level, while integrating various sectors within a comprehensive territorial strategy. One example is the participatory process in Shkodra and Vlora, Albania, which culminated in the creation of a comprehensive strategic plan addressing the needs and potentialities of these two regions. This process involved more than 170 general meetings; 72 meetings with stakeholders; 13 missions; 15 field-surveys; 300 participants; 80 institutional actors; and resulted in more than 200 proposals and ideas put forward, which were the basis for the participatory definition of the territorial development strategies.

More info: <http://web.undp.org/geneva/ART/>

3.2.4. Case studies on Issue 4: Decentralisation

Uruguay, ALA - The case of the Integra Project

Between 2009 and 2012 the Delegation of the EU financed the first phase of the Integra Project in Uruguay, which was coordinated by the Presidential Office of Budget and Planning in Uruguay and managed by VNG International. The aim of the project was to improve social and territorial cohesion and bring public policy closer to the local communities. The development of studies on decentralisation and the elaboration of training modules for the local government level have proven to be a useful investment in the newly created third layer of 89 municipalities in Uruguay. The first phase of Integra has resulted in developing concrete activities in 150 local communities and 19 departmental governments, and thereby in reaching over 60.000 citizens. The programme has also contributed to improved coordination among different stakeholders.

More info:

[www.vng-international.nl/communication/news/news-](http://www.vng-international.nl/communication/news/news-single/Uruguay_Integra_Programma_successfully_completed.html)

[single/Uruguay Integra Programma successfully completed.html](http://www.vng-international.nl/communication/news/news-single/Uruguay_Integra_Programma_successfully_completed.html);

http://eeas.europa.eu/delegations/uruguay/press_corner/archives/archive_2011_en.htm

Bangladesh, UNDP – Improving aid effectiveness in the field of decentralisation

In Bangladesh, the Government and DPs, including the EU and the UN, drew some aid effectiveness lessons following their successful experience with the Local Governance Support Programme – Learning and Innovation Component in 338 districts. The Programme experience pointed out that in the field of decentralisation, improving aid effectiveness requires: (i) Development of a programmatic framework; (ii) Development of an instrument of cooperation; (iii) Using performance-based grants as a mechanism that leverages fiscal transfers to LAs.

More info: www.undp.org.bd/projects/proj_detail.php?pid=50

Global, DPs – Guidelines on Decentralisation and Access to Basic Services

The adaptation and implementation of International Guidelines on Decentralisation and Access to Basic Services for all at country and local levels is a cross-cutting tool to implement and operationalize an approach to achieving development goals. The inter-sector and governance nature of the Guidelines supports an

integrated approach to urban planning and management. Its inter-partner nature and territorial approach promote participatory, integrated and articulated territorial development planning at all levels, from neighbourhoods to regions (promoting endogenous development), that can support the management of urban growth issues. The Guidelines also link governance reforms with the practical objective of improving access to basic services, which is understandable by all constituencies. Finally through the methodological approach for broad policy reviews and action plans, it offers an entry point for activities addressing a wide range of issues: urban and fiscal legislation, urban planning and specific tools to manage urban growth, land management systems, sector policies related to basic services, capacity-building strategies, etc. Currently UN Habitat is supporting adaptation of the guidelines in 5 countries: Burkina Faso, Senegal, Laos, Togo and Comoros.

More info: www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2613

Africa, DPs – The case of AMCOD

Founded in 2000 by the German Gesellschaft für Internationale Zusammenarbeit (GIZ), the All Africa Ministerial Conference on Decentralisation and Local Development (AMCOD) is a pan-African forum, aiming at supporting African Ministries of Local Authorities in their coordination in matters of political processes and decentralisation reforms. AMCPD is based in Yaoundé, Cameroon.

More info: www.giz.de/themen/en/32242.htm

3.2.5 Case studies on Issue 5: Support to Urban and Rural Local Authorities in a context of Rapid Urbanisation

Global, DPs – National Urban Fora

The establishment of National Urban Fora is designed as a way to deepen the awareness on urbanisation's issues, at different levels (national, local and community). Such fora represent a space for interaction among all stakeholders in the field of urbanisation and it aims at recognising cities' role as key actors in development.

More info: www.citiesalliance.org/

The Philippines, DPs – Nationwide City Development Strategy programme

The Philippines is urbanising rapidly. More than half of the country's population already lives in cities, and each year 1.3 million new residents are added. Generally, urban areas have grown quickly and without planning, and quality of life is deteriorating. Considering the key economic role of the Philippines's cities, City Development Strategies have been implemented throughout the country, helping cities to plan strategically for growth and economic development. So far, three phases of a nationwide CDS programme have been completed, generating more than 500 priority programmes and projects in the areas of infrastructure, environment and governance.

More info: www.citiesalliance.org/sites/citiesalliance.org/files/CA-in-Action-Philippines.pdf

South Africa, DPs – Upgrading for Growth Initiative in Ekurhuleni's City Development Strategy

The third largest city in South Africa, Ekurhuleni, was created in 2000 from the merge of nine Local Authorities. The new municipality struggled to deal with the huge social and economic inequality that resulted from social planning during apartheid. Around 65% of the city's population lived in informal settlements or townships. In order to face such challenges, the city has thus adopted an approach to slum upgrading that uses the upgrading process to promote sustainable economic development. Instead of focusing only on housing for slum dwellers, this approach provides opportunities for economic growth that meet the livelihood and social needs of the poor within Ekurhuleni's informal settlements.

More info: www.citiesalliance.org/ca_projects/detail/4647

Vietnam, DPs – The Land, Services and Citizenship for the Urban Poor Programme (LSC)

With a population of around 87 million, of which 25.4 million live in cities, Vietnam is one of the fastest urbanising countries in South-East Asia, undergoing a remarkable process of economic reform in recent decades that has driven an urbanisation rate of around 3% per year. A national urban upgrading policy is in place but runs the risk of not reaching secondary cities, where the bulk of urbanisation is taking place. Thus, the Programme seeks to support Government—both national and city— and urban poor communities in managing urban growth, improving access to services, and formulating inclusive urban development policies. This was done by creating an institutional framework that allows stakeholders to harmonise their activities and financing towards common objectives and by building effective partnerships among the national government, city

governments, urban poor communities and other stakeholders. At the city level, urban strategic planning approaches have been undertaken in over 30 cities and training mechanisms for city officials established. **More info:** www.citiesalliance.org/sites/citiesalliance.org/files/Vietnam-LSC-web_0.pdf

Uganda, DPs – A Secondary Cities Support Programme (TSUPU)

Given the high growth of its urbanisation rate, Uganda's secondary cities are likely to expand significantly in the coming decades; the country's urban population will likely have tripled by 2025, according to current trends. The TSUPU Programme is a partnership initiative undertaken by the Government of Uganda and its support partners to align urban development among different actors. It adopts a unique, three-pronged approach that aligns activities at the national government, LAs and community levels to maximise the harmonisation of effort and promote a more coherent urban agenda, focused on inclusive and pro-poor cities.

More info: www.citiesalliance.org/sites/citiesalliance.org/files/CA_TSUPU_Brochure_0.pdf

Global, DPs – Making Cities Resilient

1.285 cities around the world have already joined the United Nations International Strategy for Disaster Reduction (UNISDR) Global Disaster Reduction Campaign "Making Cities Resilient, My City is Getting Ready!", which addresses issues of local governance, urban risk and building resilience to disasters. In 2008, the national government and the League of Cities of the Philippines selected Sorsogon City as a pilot to showcase the requirements for a climate change resilient human settlement. The city conducted a vulnerability assessment and a series of city consultations to identify priority actions. A comprehensive response to climate change has emerged and all future investments are being assessed in light of their climate change responsiveness, while additional cities have joined the initiative.

More info: www.unisdr.org/campaign/resilientcities/

Brasil, DPs – Upgrading Slums in Sao Paulo

In 2002, the City of Sao Paulo asked for technical assistance to deal with the growing number of people living in degraded areas and in poverty conditions. The Bairro Legal Technical Assistance Project responded by preparing a comprehensive and progressive approach to urban upgrading. Avoiding forced evictions and recognising the people's right to live in their homes. In doing so, a culture of conflict was eradicated and disputes pacifically solved.

More info: www.citiesalliance.org/ca_projects/detail/8443

3.2.6. Case studies on Issue 6: Associations of Local Authorities

Haiti, UN – Federation of Municipalities supporting earthquake recovery

Following the 2010 Haiti earthquake, three ALAs – the Canadian Federation of Municipalities, the Association of Communes of the Netherlands and United Cities of France – supported four municipalities of the Palme Region to establish an inter-communal technical agency. The agency's aim is to assist and advise mayors on inter-communal governance, territorial planning, municipal administration and technical issues. Within a year from its creation, this initiative allowed municipalities to formulate clear development priorities and to bring together scarce resources to address together issues such as waste management. Through participatory processes and leadership building the credibility of municipal institutions was restored vis-à-vis the population and a dialogue initiated with national government.

More info: www.acdi-cida.gc.ca/cidaweb%5Ccpo.nsf/projEn/A035189001;
www.vng-international.nl/communication/news/news-single/Towards_a_joint_Canadian_French_and_Dutch_Municipal_Reconstruction_Programme_in_Haiti.html

Brazil, DPs – Improving inter-municipal governance

In the Brazilian States of Rio de Janeiro and Maranhão, a group of municipalities that are being affected by the construction and operation of petrochemical complexes have taken the initiative to monitor the MDGs and additional local targets. This initiative has fostered productive coalitions and partnerships between LAs, CSOs and the private sector on a territorial basis. Specifically, this led to the creation of CONLESTE, a consortium of 15 municipalities, which are since 2007 collaborating in territorial planning and delivery of services and infrastructure with the support of the UN.

More info: www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=2764

Cambodia, DPs – Strengthening local democratization and local development

Cambodia's National Strategic Development Plan places good governance at its core and its 2001 Administrative Law extended representative deliberative power to all levels of sub-national administration in the country. The Government, the EU Delegation and the UN successfully used the commune as an entry point to strengthen democratisation and development processes at local level. In particular, they supported the Inter-Commune Cooperation (ICC) scheme to build horizontal cooperation and trust amongst communes, ensuring pooling of resources and interests. The National Committee for Sub-national Democratic Development provides training and dialogue support. At the provincial level, 24 legally independent ALAs were established country-wide and at the national level the ICC concept has been integrated into the national policy framework.

More info: www.un.org/kh/undp/what-we-do/projects/strengthening-democratic-and-decentralized-local-governance-in-cambodia-project

Dominican Republic, UN – The case of Federación Dominicana de Municipios (FEDOMU)

In Dominican Republic, according to the decentralisation law of 2003, 10% of the State fiscal revenues was to be allocated to LAs. However, only about 4% reached out to the budget of LAs, with the effect of restricting their actual powers. Thanks to the support of decentralised cooperation partnerships with European LAs, FEDOMU was set up as a national association with representation in 10 regions of the country. Its first activity was to develop training in human resources for LAs of these regions. The association developed a guide on municipal management for its members, and supported the creation of planning offices, of departments for environmental management, youth and culture within municipalities. FEDOMU is now seeking support from development partners to further develop institutional building and management activities for its member LAs.

More info: <http://fedomu.org.do/>

3.2.7 Case studies on Issue 7: Enhancing the internal capacities of Local Authorities

East Africa, UN – Learning-by-doing, an approach to capacity building

A good example of learning by doing is the City Development Strategies (CDS) project in the Lake Victoria basin, aimed at enabling city authorities to better address local environmental issues and achieve sustainable urbanization. The initiative was implemented in three phases (2002-2010) in eight municipalities across the Lake Victoria basin of East Africa – Kenya, Tanzania and Uganda with the major results of creating a CDS including sector investment strategies for improved basic urban services. During this process, LAs had the chance to better understand how to practice participatory planning and how to manage the projects, while improving communication and negotiation skills. This approach was considered valuable for the future planning approach through sharing of the acquired skills and knowledge also to the second generation of CDS cities.

More info: ww2.unhabitat.org/mediacentre/documents/lakevictorio.pdf

Africa, UN – Water for African Cities programme

This UN-Habitat programme aimed at creating clear linkages between related disciplines within the water sector and three staff levels (senior level managers, middle level managers and junior level managers). Trainees were taught about key issues such as water demand management, pollution prevention control and public awareness. They were encouraged to work together and to develop an Action Plan for their city, promoting and adopting sustainable processes in their work. Importantly to reinforce learning across levels of the organisations, the Action Plans of the junior managers were checked by middle managers. The second phase was the inter-cycle period of six months where trainees implemented the Action Plans with support for further peer-to-peer learning provided from UN-Habitat to ensure that the learning was applied and challenges overcome. During the final phase, trainees reunited to share their implementation experiences, challenges and successes.

More info: www.unhabitat.org/categories.asp?catid=460

Mozambique, DPs – Triple Health project

The Flemish International Cooperation Agency financed a triple project of cooperation on health in Mozambique, under the general coordination of the Provincial Directorate. These three projects have been merged in order for Local Government to improve its coordination ability and to develop its capacity on trainings and equipment.

More info: <http://vais.be/en/report-page/mozambique>

3.2.8 Case studies on Issue 8: Towards a consistent engagement with Local Authorities at country level

The Philippines, UN – Reducing disaster risk at the city level

Makati City has a sophisticated and efficient disaster risk management system, in which disaster risk reduction, preparedness and emergency management are fully institutionalised, with dedicated organisations and direct funding for disaster risk management at the local government level. The city takes a complete approach to resilience, recognising that it requires coordination between sectors and a governance system where disaster risk reduction is mainstreamed into other core activities. A key factor in Makati's resilience is the involvement of all levels and sectors of all levels and sectors of society, particularly the active role of Barangays, which exist at a sub-city level.

More info: www.unisdr.org/archive/27604

Somaliland, DPs – Contributing to stability in fragile contexts

Hargeisa, the capital city of Somaliland, was the first Somali town where, in collaboration with the UN, a Geographic Information System (GIS) was established and has been used for property taxation and planning since 2006. The database includes key property attributes, a digital photo of each property and geo-referenced spatial data. It was developed through acquisition of satellite images and field surveys. The system has allowed the municipality of Hargeisa to increase its revenue from US\$ 144,000 in 2004 to US\$ 700,000 in 2010. It is also used for improving urban planning and service delivery. The initiative led the municipality to pave 19 urban roads, improve market facilities, rehabilitate a bridge, improve the salaries of municipal staff and purchase essential equipment.

More info: www.unhabitat.org/cdrom/training/mdg2.use.pdf

El Salvador, UN – Enhancing citizen security

UN's support to the implementation of 'gun free zones' in 20 of the most violent municipalities has resulted in an average 12% reduction in homicides, a 40% reduction in assault, a 21% increase in the seizure of weapons and a 7% increase in reports of theft. In 2011, the programme was extended to 30 municipalities. In one municipality a 40% reduction in homicides was recorded. At the same time, close engagement with the State is providing a platform to consolidate and expand these good practices and results to national level.

More info:

www.undp.org/content/dam/undp/library/crisis%20prevention/07022013_citizen_security_issue_brief%28English%29.pdf