LEADERSHIP CAPACITY BUILDING CONFERENCE FOR LOCAL GOVERNANCE AND SERVICE DELIVERY IN THE EAST AFRICAN COMMUNITY.

“Harmonizing Decentralization Policies and Strategies to Achieve the Millennium Development Goals MDGs”
KEY ISSUES TO CONSIDER

- Background and context
- Decentralized systems in the EAC
- Confronting poverty
- Implementing the MDGs
- MDG Localisation
- Institutional structures and strategies
- Conclusions and
- Recommendations
Decentralisation

• Different Models! Differential level in EAC!
• Devolve powers and decision making
• Improve efficiency and effectiveness for service delivery
• Improve service access
• Confront poverty more realistically
• Stabilise governance
Challenges

• Cost of public administration
• Financial shortfalls
• Inertia from other sectoral ministries
• Low capacity of local leaders vs changing policy directions and demands
• Corruption – threatening to wipe gains of decentralisation.
Decentralisation - Uganda

- Iterated process since 1993
- Consolidated citizens views during the Mamdani Commission 1987
- Launched in earnest 1992/93 under a phased approach
- Enshrined in the constitution 1995
- Legislated in the LGA Act 1997
- Characterised:
  - self governance as part of a greater national system
  - territorial planning and
  - resource allocation, fiscal
Confronting Poverty

- 1997 Significance of prop-poor planning – increasing realisation
- Participatory Poverty Assessment 1997
- Poverty Eradication Action Plan 1997
- Economic management – stability, fiscal consolidation and private sector promotion
- Security conflict resolution and disaster management
- Good Governance
- Human development
- Raising incomes and competitiveness
MDGs

- Consonance between MDG Goals and PEAP pillars
- Eradicate extreme poverty and hunger,
- Achieve universal primary education,
- Promote gender equality and empower women,
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development.
Decentralization and MDGs

- 38% Uganda population below poverty line
- Issue being tackled through multisectoral programming approaches and policies including prosperity for all
- Goal 2: universal primary education being implemented and has tripled school enrolment from 2.3 million in 1996 to 8 million in 2006/7
Decentralization and MDGs

- Goal 4: IMR still stagnant, and aggravated by displacement in the North but being tackled through multiple programs under MoH
- Goal 6: Tremendous achievement with regards to HIV prevalence from 14% in early 1990’s to current 6.4%
- Goal 7: undermined by continuous depletion of forests and wet land due to population pressure
- Legislation on National Environment management – the NEMA Act
- Intensified natural resource efforts through capacity building at the LG
Recommendations

Empowering local communities through participatory policy dialogue and strategy options on the MDGs

- Promotion of dialogue spaces
- Facilitation of access to information
- Skills building on the adaptation and application of diagnostics tools for data collection and analysis
- Facilitation of local level needs assessments and target setting exercises to realign priorities and resources.
- Strengthening local and community engagement and partnerships in national forum and policy debates on development strategies, funding, and actions.
Recommendations

Strengthening local capacities for integrated planning and MDG strategies for local development

- Capacity development initiatives to enhance community participation in integrated planning approaches.
- Facilitation of transparent monitoring systems and processes that involve local communities
- Support to the implementation of decentralisation policies and local governance practices, for effective and efficient local administration.
- Strengthening procedures, institutional arrangements and incentive mechanisms for local government and non-government stakeholder engagement in national and local poverty reduction exercises and budgeting processes.
Recommendations

Facilitating capacity investments in institutions of service delivery

- Supporting the capacities of small and micro local businesses to provide more jobs and better incomes to local communities, including promotion of public-private partnerships aimed at enhancing service delivery.

- Strengthening capacities of local administration to provide proper monitoring and oversight of local procurement and service delivery.

- Training of local officials, municipal and district councils on strategies, institutional and legal frameworks to support the informal sector, income-generating activities and access to credit.

- Supporting resilience building facilities in small island developing states to overcome disasters and better manage risk at local levels.

- Facilitating local level coordination mechanisms for integrated planning, management, and service delivery.
Recommendations

Codifying local knowledge, promoting learning and experience sharing at local levels

• Development and facilitation of integrated information systems with local institutions.
• Review, updating and application of tools for local level capacity assessments and leadership development.
• Empowerment of communities through the promotion of community based experiences and peer-to-peer learning and knowledge exchanges.
• Review, development and consolidation of tools, approaches and methodologies to facilitate more systematic and rigorous efforts at localisation of the MDGs.
Recommendations

• Integrate strategic planning, community participation, sustainability and good decision-making into local economic development.

• Ensure Local authorities and communities harness their resource endowments and enhance competitiveness, and they constantly seek effective ways and means for achieving that.

• Capacity building for fiscal systems. In order to enhance local government revenue and access to resources, there is a need for legal frameworks to allow for fiscal decentralization that matches resources with functional responsibilities of cities. This includes sound municipal borrowing legislation and more predictable inter-governmental transfers.
Recommendations

• Strategy development, challenges for the supply side, as well as evaluation and impact assessment. In developing strategies for local capacity building, due considerations need to be taken on the local relevance of the strategy, policy shifts and political commitments.

• It is also important to build on existing local networks in capacity-building efforts, thereby creating synergy between people, programmes, and resource on the ground. Some of the challenges for the supply-side of capacity building include the necessity for scaling up, sustaining long term support, demands for creating learning institutions and identifying tools for evaluating impact of capacity building.