Participatory Planning and Budgeting for Effective Service Delivery: Capacity Building and Strategic Perspectives for Africa’s Local Governments

By

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Purpose of the Presentation

• Share MDP-ESA experience in promoting participatory planning and budgeting as a vehicle to improve service delivery and quality of life
• Share some of the perspectives related to capacity building
• Highlight selected good practices
• Highlight capacity issues for consideration
Background Issues for Consideration

- Rapid urbanisation
- State of infrastructure and services
- Direction of the Millennium Development Goals (MDGs)
- Resurgence of apathy
<table>
<thead>
<tr>
<th>Year</th>
<th>Urban</th>
<th>Rural</th>
<th>% Urban</th>
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<tbody>
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<td>1975</td>
<td>102</td>
<td>304</td>
<td>25</td>
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<td>2000</td>
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<td>498</td>
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<tr>
<td>2020</td>
<td>787</td>
<td>702</td>
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General Perceptions about Participatory Governance

Positives and negatives

• Experiences are not well documented and impact on final decisions is questionable

• A potential tool for deepening democracy and decentralisation

• A potential tool for reconstructing local administration

• Stage for competition between political leaders and civic leaders
Justification for participatory planning and budgeting

*Negative motivators*
- Mal-administrative practices
- Deteriorating services
- Mistrust

*Positive motivators*
- Increased capacity of municipalities
- Ownership
- Improved transparency and accountability
- Improved solidarity and social networks
Benefits from PB the Case of Mutoko in Zimbabwe

- Increased public ownership of local development process evidenced by reduced vandalism
- Greater understanding of civic issues by ordinary citizens
- A signed social pact for participatory budgeting
- Quicker finalisation of the budget
- Greater acceptance of increased charges by citizens
- No more written objections
- Increased capacity to articulate needs
Benefits from PB the Case of Singida in Tanzania

- Good rapport between council and stakeholders through improved dialogue
- City council staff are more accessible than before
- Grass root communities are involved in identification of development projects
- Services are more responsive to citizens’ needs
- Inequality and exclusion have been reduced
- Revenue collection has improved
Country Legal Frameworks

• Mozambique: Article 186 of the Constitution
• South Africa: Local Government Act of 1996 and Integrated Development Plans (IDPs)
• Kenya: Local Authority Transfer Fund (LATF) as a tool for improving service delivery and stakeholder participation
• Uganda: Local Government Act of 1997 with direct community participation in planning and budgeting
Capacity Issues

In many countries, municipal governments are endowed with well trained:

• Administrators
• Economists,
• Finance experts,
• Engineers,
• Planners,
• Doctors
• Environmentalists etc
Understanding the nature of poverty (poverty profile)

Identifying key issues for poverty reduction

Local poverty reduction strategy and action plans

Designing and Implementing action plans

Monitoring outcomes and impacts on the poor

Participatory Process Including:
- Local government agencies
- Stakeholder groups, especially those representing the poor
- Community groups
- Private sector
- Civil Society
- External partners
In many countries, municipal officials often lack skills that are applied in participatory governance:

- Public relations
- Inclusive administration
- Negotiation
- Mediation
- Dialoguing
- Listening
- Consensus building
- Confidence building
- Priority setting
Citizens on the other hand, might not know:

- The role of the council
- Plans and planning techniques
- Budgets and budgeting
- Diagnostic analysis
- Project analysis and management
- Monitoring and evaluation
Target Groups

- Councillors and Mayors
- Public officials
- Community leaders
- Ministers and policy advisors
- Leaders of local government authority associations
- Private sector leaders
- Citizens
- Media representatives
Training Institutions

- Management Institute
- Universities
- Research centres

Need to gain orientation in local government matter and develop competencies in participatory principles and practices
Resource Municipalities

- Dondo (Mozambique)
- Windhoek (Namibia)
- Durban (South Africa)
- Illala and Singida (Tanzania)
- Entebbe & Soroti (Uganda)
- Kabwe (Zambia)
- Mutoko & Kadoma (Zimbabwe)
MDP-ESA Initiatives

- Participatory Budgeting Knowledge and Action Support Facility for Africa
- Training in Participatory Processes
- The Africa Social Accountability Forum (ASAAF) (www.asaaf.org.zw)
- Africa Local Government Action Forum (ALGAF)
Questions for Thought

• What would central governments wish to see done to enhance participatory governance - planning and budgeting in local government?
• What would local governments wish to see done for them to engage in meaningful participatory governance?
• Which cities can be identified as providing good practices in the field of participatory planning and budgeting and governance in general?
• Under what conditions can participatory planning and budgeting be sustained?
Thank you for your attention
Contact

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