POLICY BRIEF
ON DEVELOPMENT EFFECTIVENESS AND LOCAL GOVERNMENTS
Coordinated by the Capacity and Institution Building (CIB) Working Group of United Cities and Local Governments (UCLG)

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Dear Colleagues and Friends,

It is our great pleasure, as technical chair and vice-chair of the UCLG Capacity and Institution Building (CIB) Working Group, to present to you the Policy Brief on Development Effectiveness and local governments.

The present document has been developed by the Capacity and Institution Building (CIB) Working Group of United Cities and Local Governments (UCLG), the umbrella organization for cities, local governments and municipal associations throughout the world. The CIB Working Group gathers local government associations and individual local governments active in development cooperation. It fosters exchange of information on and coordination of decentralized cooperation projects and programmes and contributes to international policy dialogues on effective development cooperation, amongst others.

The CIB Working Group has been supporting a group of mayors designated as UCLG Champions on Development which has been mandated by the UCLG Committee on Development Cooperation and City Diplomacy to participate on behalf of local governments in international dialogues on effective development cooperation. At several events and conferences, these UCLG Champions have showcased on-the-ground experiences of effective approaches in development cooperation with and between local governments. Moreover, they have made the case for stronger involvement of local governments in the definition of national development strategies. Moreover, they have made the case for stronger involvement of local governments in the definition of national development strategies and subsequently in the formulation of technical assistance programmes of donors for the local government sector.

This publication supports these arguments and aims to provide insight in how and to what extent local governments around the world are being involved in the development, implementation and monitoring of national development strategies, mostly through their national representative associations. The content is based on the outcomes of a survey that was completed by 37 Local Government Associations (LGAs) from different continents, and on individual interviews with a selection of those LGAs with different levels of involvement in national development strategies, conducted in the spring of 2016.

Respondents underlined that to achieve effective development cooperation, central governments and the international community should recognize local government, and its associations, as full-fledged and indispensable partners in development. As the sphere of government closest to the people, local governments are uniquely positioned to ensure the participation of their communities in the implementation of national development strategies. Therefore, local governments need to be included in the definition, implementation, monitoring and evaluation of development strategies and programmes. To ensure informed and well formulated contributions of local governments and their associations in country dialogues, it is crucial that central governments and international development partners (continue to) invest in local capacity building activities and projects, amongst others through peer to peer cooperation.
We hope we can count on your support and participation in meeting the challenges that are detailed in this policy brief, and we look forward to working with you towards achieving more effective development cooperation.

Yours sincerely,

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1. FROM AID EFFECTIVENESS TO DEVELOPMENT EFFECTIVENESS
Globally, the level of international development aid has been increasing since the 1950s and 1960s; most of which comes from the 28 members of the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD). Since the mid-1990s, development agencies, under the leadership of OECD’s DAC, have been re-examining the way that they deliver aid in an effort to generate greater impact in terms of social and economic development in recipient countries.

In 2005, during a High-Level Conference in Paris, donors and partner countries agreed that while the Millennium Development Goals (MDGs) were the leading agenda for development and volumes of aid needed to increase to achieve these goals, the effectiveness and development performance of the use of these flows needed to increase significantly to ensure sustainable results.

The declaration of the conference, the Paris Declaration on Aid Effectiveness (2005), took these points into account and was signed by all OECD countries and endorsed by many developing countries. It mentions a series of recommended actions which official development agencies and partner countries could undertake to enhance aid delivery and management. These include i) ensuring that developing countries are in the driver’s seat and set their own strategies for poverty reduction, ii) while donors align behind these objectives; iii) that donors coordinate their interventions; iv) and that results of development are measured better (see Box 1). After the conference, the OECD set up the Working Party on Aid Effectiveness to further discuss and monitor progress of the aid effectiveness agenda.

Over the years, three key weaknesses of the aid effectiveness agenda were raised, namely: i) the fact that the agenda was donor-driven and thus more focused on how to ensure effective delivery of aid than on effective development in general ii) the great emphasis placed by donors on the mechanics of aid delivery (i.e. instruments through which cash flows would be spend best) rather than on the development impact of these flows, and iii) the absence of key development stakeholders (i.e. local governments and civil society) in the national policy discussions.

In response to these limitations of the OECD Working Party on Aid Effectiveness, the UN Development Cooperation Forum (UN DCF) was created, aimed at representing a more universal structure to discuss development cooperation policies. From the outset the UN process included all UN partner countries and has been more focused on examining the different types of development cooperation and their strengths and weaknesses, compared to the OECD Working Party on Aid Effectiveness.

Meanwhile, the Accra Agenda for Action (2008), drawn up to deepen the implementation of the Paris Declaration, officially recognized other actors, amongst which local government, as important stakeholders to achieve the aid effectiveness principles. Following this recognition, UCLG was acknowledged as formal partner in both the former OECD Working Party on Aid Effectiveness and the advisory board of the UN Development Cooperation Forum. In 2011, the Global Partnership for Effective Development Co-operation (GPEDC) was established during the OECD’s Fourth High Level Forum on Development Effectiveness in Busan (2011). Since its establishment, the GPEDC has aimed to broaden its scope from aid to development effectiveness and to become a platform for knowledge exchange on effective development from a multi-stakeholder perspective.

With the recent adoption of the Sustainable Development Goals (SDGs), which succeed the MDGs, the GPEDC again aims to ensure that development partners, this time from a multi-actor angle, effectively work towards achieving the globally agreed goals for development.
As the sphere of government closest to people, the local government sector has an acute awareness of the challenges and opportunities facing society. Local governments have deep roots in the social, political and economic fabric of communities, which has placed them in a position to act as convenors of partners in the community. Local governments are thus uniquely positioned to ensure the participation of all partners in their community and to design service delivery that contributes to the joint achievement of the global development goals and reduction of poverty. Ideally local government is the instrument of the local community to deal with the complex process of decision making and living together as citizens with different interests: local self-government.

Around the world, local governments have demonstrated that they can provide an effective decision-making framework for establishing social development priorities by fostering an environment of collaboration and dialogue with their citizens. This collaboration enhances the capacity of local governments to engage marginalized groups, particularly women and youth, in municipal decision-making processes that contribute to the formulation of more inclusive public policies and programmes. Local governments thus design services that are more relevant and appropriate to the needs of all citizens.

Clearly the conditions required for local governance to flourish do not exist in all countries. The absence of an effective local government structure that has the responsibility for essential services for everyday life and that is capable of planning, managing and delivering those, developing long-term plans, coordinating inter-governmental relations, establishing policies and implementing local programs, creates an enormous barrier to addressing poverty and achieving development priorities. Moreover, failing to create an enabling environment for strong local governance also fuels mistrust by citizens, civil society and the private sector (UCLG, 2009).

Therefore, local governments need a clear mandate, with corresponding financial frameworks, and capacity building programmes to ensure that they are enabled to fulfil their roles effectively.
1.3 Localizing the Development Effectiveness Principles

From a local government perspective, there has been limited analysis on the impact that the Paris Declaration, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation have had on development strategies and cooperation directed to them. However, a couple of tendencies can be noted.

- First of all, the focus on delivery mechanisms such as sector-wide policies and budgetary support, has reinforced the responsibility of central governments for the planning and implementation of policies and programmes. While sector-wide approaches and general budget support have strengthened ownership of the partner government, which is one of the priorities of the aid effectiveness agenda, it has also enhanced a state-centric focus. Since the funds channelled through these mechanisms reach the country at national level, it can undermine bottom-up approaches to define priorities and needs, thus potentially threatening progress on decentralization and local development (Kasumba & Land, 2003).

- Secondly, lacking involvement of local government representatives, or other non-state actors, in informing and shaping the planning and design of national development policies, such as national Poverty Reduction Strategy Papers.

As the development effectiveness agenda does not explicitly state the way in which national governments should formulate their national development strategies, but rather wishes to leave this to the national governments’ criterion, - again, in line with the ownership principle of the development effectiveness agenda -, there is a concern that other stakeholders, including local governments, are not (sufficiently) involved in defining the priorities at national level that the development efforts need to address. Needs of their communities are thus potentially excluded from these policies and strategies.

In the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation, donors and other development actors committed themselves to “work more closely [...] with local authorities [...] in preparing, implementing and monitoring national development policies and plans” (Accra Agenda for Action 2008, p.2), because “[...] local governments play critical roles in linking citizens with governments and in ensuring broad-based and democratic ownership of countries’ development agendas” (Busan Partnership, 2011, p.6).

In addition, the Busan Partnership outcome document states that further support to local governments will be given to enable them to assume more fully their roles above and beyond service delivery, enhancing participation and accountability at sub-national levels. The document also stresses that efforts will be made to strengthen local capacities to engage effectively in South-South and tripartite cooperation.

Within the Global Partnership for Effective Development Co-operation, local governments have been questioning how these commitments have been and can be further addressed, through GPEDC monitoring exercises or in policy debates at global and national levels.

The role that local governments can play in achieving effective development, is described in Box 1 (Bossuyt & Steenbergen, 2013).

* General budget support is an un-earmarked contribution to the government’s budget from an external financing agency and are managed in accordance with the recipient’s budgetary procedures; sector-wide approaches are destined to sector-specific concerns rather than overall policy and budget priorities, but also unearmarked.
**BOX 1: Localizing the Busan Principles**

**1. Ownership:** Broad-based democratic country ownership means ensuring that communities at grass-roots level can influence national policies and priorities, through the established paths of legitimate government levels. That is the reason why in many countries administrative and fiscal decentralization policies are being designed. However, their implementation is not always easy, particularly because of lack of political will and lack of capacities at both national and local level of government.

**Recommendations:**
(i) to invest in political economic analysis in order to identify the true drivers of reform in a country;
(ii) to support the emergence or consolidation of the ‘demand-side’ and ensuring that priorities of local and regional governments and other stakeholders are recognizably integrated in development policies; and
(iii) to support local and regional governments and their associations as partners and drivers for change to ensure that development effectiveness policies are implemented, monitored and evaluated in consultation with them.

**2. Results:** Achieving systemic changes has proven a difficult job, particularly with regard to improving the life of citizens, in line with international development goals. As main facilitators of development at the local level and legitimate representative of citizens, local governments need to be included to achieve long-term sustainable results. While the donor community tends to favour support programmes involving national government and civil society, they discover that an exclusive focus on working with national government often means that local governments are not included in defining, implementing and monitoring policies. At the same time: a large part of donor support is channelled through NGOs, organizations that are formally only accountable to the donor and not to the beneficiaries. There are a lot of opportunities to find synergies between these three group of actors.

**Recommendations:**
(i) to ensure incentives at national level to use decentralization as an instrument to promote development and wealth creation at local level;
(ii) to ensure sufficient capacity building and support for local governments and their associations.

**3. Inclusive partnerships:** Inclusive partnerships are key to ensuring that all stakeholders can work out a shared view on how to find the best suitable approach to ensuring the well-being of citizens. Multi-level multi-stakeholder approaches are needed to ensure integral development, in line with the 2030 agenda.

**Recommendation:**
(i) to invest in multi-level, multi-stakeholder platforms for dialogue and cooperation, to ensure that the quadruple helix approach (business, academia, levels of government and citizens) can be used to successfully find solutions to challenges in a country.

**4. Accountability and transparency:** Working on improvements of accountability and transparency of the public administration is a strong contribution to the democratic quality of all spheres of government. Political will from leaders and officials at all levels, availability of information, capacity of stakeholders to constructively participate and engage and inclusion of all groups of society in decision-making, are key conditions for good governance. Decentralization offers new windows of opportunities to foster downward accountability and transparency, by introducing an institutional layer of authority and accountability much closer to the citizens.
**Recommendations:**
(i) to strengthen and properly implement formal and informal mechanisms at local level for information, transparency and citizen participation in decision-making;
(ii) to support local governments in setting up a proactive public communication strategy, adapted to the needs of all layers of the community, improving mechanisms of answerability;
(iii) to strengthen involvement of local government associations in national dialogues on development strategies and thus ensuring downward accountability.

**BOX 2: National authorities’ commitment essential to ensure full effectiveness of EU support in Montenegro**

“Montenegro is progressing along the road to European Integration, but the speed of the reforms depends, among other things, on the national authorities’ commitment to ensure full effectiveness of EU support”

- Quote by Hans Gustaf Wessberg, Member of the European Court of Auditors (European Court of Auditors 2016a)

This statement by the European Court of Auditors, after the publishing a comprehensive report (European Court of Auditors 2016b) on the effectiveness of EU support to Montenegro between 2007 and 2013, underlines that the effectiveness of development policies and programmes is often reduced because outputs are not fully used or not followed up by the national authorities. Better alignment between the donor community’s priorities and those of the recipient country and clear requirements for the national authorities to follow up and capitalise on EU investment would have accelerated the progress made in Montenegro. Auditors add that in the case of Montenegro the European Commission did not fully exploit decentralising the management of funds, although doing so could have been useful for strengthening administrative capacity through knowledge-transfer.

Some of the recommendations of the Court to strengthen Montenegro’s administrative capacity in the coming years include:
- Monitor the relevance of support at regional level and improve coordination between national and regional activities;
- Require national authorities to commit actively to using the outputs of the projects and to following up results and take into account whether these commitments have been met when deciding where to invest future assistance;
- Use decentralized management to spread good administrative practice.

*Source: Press release by European Court of Auditors, 6 September 2016*

**BOX 3: Mutual accountability in decentralized cooperation between Finland and South Africa**

Between the early 2000s and 2014, the Bojanala Platinum District Municipality (South Africa) and the City of Lahti (Finland) were involved in a municipal partnership aimed at encouraging and facilitating the building of environmental management that is adapted to local needs. Within this partnership, participatory approaches to cooperation were emphasized, and in the spirit of mutual accountability, planning and monitoring was done together annually with the partners’ local authority officers or elected representatives. Through a peer review process, the development assistance increased transparency and accountability in local government and produced positive results in the area of environmental sustainability.

*Source: UCLG Position Paper on Aid Effectiveness and Local Government (2009)*
2. WORKING TOWARDS EFFECTIVE IN-COUNTRY DEVELOPMENT
National development strategies are developed at national level and outline the main priorities for development in a given country. They come in various forms, but all tend to look at priorities for economic and social development policies for either the short or longer term and are based on careful technical analysis of the challenges and prospects in all sectors. Besides clear-cut priorities and budgets for social, macroeconomic, and structural policies, these strategies include selected indicators, monitoring and evaluation systems, and targets.

A key document in aid recipient countries is the Poverty Reduction Strategy Paper, which is a prerequisite for debt relief and monetary aid by the International Monetary Fund (IMF), World Bank and several bilateral donors.

Many countries have also developed Country Results Frameworks (CRFs) for development cooperation. These frameworks serve to help assess the impact of development cooperation in line with agreed, country-specific indicators for development results. CRFs can exist in addition to or combined with other national monitoring frameworks and are typically the outcome of negotiations between developing countries and their external partners. Their effective functioning can depend on the existence of country-driven and inclusive national development policies.

Altogether, these national development strategies have a profound effect on the formulation of development interventions in the country concerned. The strategies should be the point of departure for international assistance programming: the implementation of the strategy should be supported by international actions and it strategy delineates the priority areas to which international cooperation can be directed. Indicator 1 of the GPEDC monitoring framework emphasises the need for this prerequisite.

Therefore it is of crucial importance that national development strategies such as those outlined above are developed in a participatory way, and include discussions with civil society, private sector, local governments, as well as international donors, to ensure good representation of the needs and priorities of the citizens concerned.

While strong and inclusive national development policies would stimulate the whole process of development in each country, many countries lack such a policy or have a poorly crafted one in place. Additionally, the policy making process is often far from being participative. There is confusion about the scope of the policies, the role of actors and the process to follow. In addition, ownership of the national government varies greatly. Generally, in aid recipient countries, the Ministry of Finance is responsible for the guidance in the development of the strategy, whereas the sectoral ministries are responsible for the sectors that are being dealt with. This implies lack of involvement of sectoral ministries that have to implement the strategies that have been defined by the Ministry of Finance. But not only within the government there is a potential lack of ownership and involvement; the next section deals with the potential role of local government in these processes.
2.2 The potential role of Local Government Associations

Within a country, local governments consist of a variety of different entities: larger and smaller communities, rich and poor, urban and rural. In spite of their disparities, they have a lot in common: they (legitimately) represent their citizens and provide basic services to them, according to their needs. They can only do this when the national government has an enabling legal framework in place for local democracy with a clear division of powers and responsibilities, and accompanying financial means. In many countries an umbrella organization of local governments, a Local Government Association (LGA), has been created. Its main aims are to strengthen local governments’ position towards national government, to advocate for their common needs, and to be able to exchange knowledge and information among themselves.

LGAs have three main tasks: i) to advocate on behalf of local governments towards national government and other institutions, ii) to provide services to their members (such as legal advice and support in certain areas of service delivery to citizens) and iii) to provide a platform for exchange and learning (Risseeuw, 2006).

As membership organizations, LGAs are fee-based organizations and legally speaking private bodies representing public entities. LGAs are mostly non-partisan: they generally represent all local governments in their country, regardless of their political colour. Almost all LGAs declare themselves as independent from national governments (Fontanals, 2015, p.29).

The level of development of LGAs worldwide varies enormously. An example of an experienced LGA is the Association of Netherlands Municipalities (VNG), established over 100 years ago. The VNG has acquired a strong position at the level of the national government, which is laid down in a formal code. This code prescribes that VNG can negotiate on behalf of all Dutch municipalities and participate in all national policy dialogues that have an effect on the local level. At the VNG, around 350 employees perform the VNG’s main tasks: advocacy, services and platform. Other examples of well-developed LGAs can be found in North America, Europe and increasingly in the Southern Hemisphere.

“Strengthening of capacities and training of staff of LGAs is necessary to be able to appropriate all the concepts and issues at stake in national development strategies. Only then can an association be a true driving force and move beyond mere presence in decision-making bodies or participation in activities” – Quote by Mr. Boubacar Alpha BAH, President of the Association of Municipalities of Mali (AMM)

At the same time, young LGAs may not have recognition from the national government as representative of the local government sector. They may struggle with collecting membership fees and may not have sufficient capacity to provide relevant services for their members. In order to become an umbrella organization performing well on the three main LGA tasks, an LGA needs to have sufficient institutional capacity at administrative, political and financial level. The LGA should be able to act as a good representative body towards central government and deliver the services asked for by its members.

“With strengthened capacity, an LGA is more likely to be an effective voice and deliver meaningful contributions in (national and regional) consultative processes concerning local government issues and decentralization” – Quote by Mr. Reuben Baatjies, General Manager: Strategy and International Affairs, SALGA
Box 4: The establishment of the Federation of Sri Lankan Local Government Authorities – an example of Association Capacity Building

In 2005, the Federation of Canadian Municipalities launched the Canada/Sri Lanka Municipal Cooperation Program (MCP) to support the reconstruction and rehabilitation of communities affected by the 2004 tsunami. While MCP focussed initially on strengthening municipal service delivery that was disrupted as a result of the tsunami, it also identified the need to bolster inter-governmental relations to enhance coordination, collaboration and communication among local, provincial and central governments involved in reconstruction, and to help ensure that donor aid would be well-targeted and more effective. With three local government associations operating in the project area, this proved extremely challenging, especially as there was no formal mechanism for them to communicate with each other. Recognizing the need for greater harmonization of activities at the local level, MCP launched a consultative process to explore how these three associations could evolve from being individual forums for discussion into one organization with a collective strategy for strengthening the voice and influence of local government at the national level.

The creation of the Federation of Sri Lanka Local Government Authorities (FSLGA)

MCP provided a platform to bring together the National Chapter of Mayors, the Sri Lanka Pradeshiya Sabha (PS, or rural local authority) Chairman’s Association and the Urban Council Chairman’s Association to exchange information and identify issues of common concern around which they could build a national association to represent local governments’ interests and engage in policy dialogue with the central and provincial governments. This resulted in the creation of the Federation of Sri Lanka Local Government Authorities (FSLGA), which for the first time in the country's history brought all three tiers of local government together under one umbrella. “The local government association is an important structure to discuss common issues and concerns,” said Chairman of the Niyugama PS and member of the Galle District Local Leaders Association Sampath Athukorola. “It helps us to access experience and knowledge from fellow members. The MCP model has been a good one because it’s not about what MCP wants to do, but about the needs of the community’.

In the past years, FSLGA has become a key actor in reforming and strengthening the local government sector in Sri Lanka, and will likely continue to play a leading role in ensuring that local government service provision and improved governance is on the agendas of provincial and central governments, and international assistance directed towards the country.

Inclusion of Local Government Associations in national development strategies

The Capacity and Institution Building (CIB) Working Group of the world organization of United Cities and Local Governments (UCLG) has undertaken a survey among LGAs to investigate how and to what extent these are engaged in national development strategies. Below you will find the overall results of this questionnaire, as well as some specific information about the situation in different countries.

Involvement of LGAs in formulating national development strategies

As stated above, the ways in which national development strategies are being formulated and implemented varies greatly per country. The involvement of LGAs in the definition, implementation and monitoring of these strategies, also differs greatly. While most LGAs state that they are regularly involved in the definition of national strategies (see Figure 1), the ways in which this happens and the influence that it has, is diverse: 75% of the LGAs state they have to invest a lot of lobbying efforts to ensure they are being involved.

Our association is represented in different formal consultative councils concerning policy for specific sectors and public administration. We are also consulted on an informal basis” – Quote by Mr. Māris Pūķis, senior advisor, Latvian Association of Local and Regional Governments

“AMUPA participates in the National Coalition for Development. There we reach agreements regarding development strategies” – Quote by Mr. Eliécer Cortés, Executive Director, Association of Municipalities of Panama

Institutionalization of involvement

In 36,8% of the countries, there is a code or agreement on the involvement of local governments or their association in national development strategies. In 44,7% of the countries this is even embedded in legislation. In addition, 52% of the LGAs state that their involvement runs through informal channels. Only a couple of LGAs state there is no consultation at all (see Figure 2).

In general, it can be concluded that national governments generally involve local governments to some extent when defining development strategies, and that in some countries there even are guidelines (such as a Code or agreement) available about this involvement. However, based on the responses of the LGAs, it should be noted that this does not always mean that their involvement is therefore secured in practice nor that their input is taken on board. This is particularly the case when it concerns issues with a heavier political importance. In general, consultation of LGAs is more often secured in legislation when it comes to the decentralization process itself, than when it comes to decentralized topics such as health care, education, housing etc.
Box 5: Norway – a frontrunner in terms of institutionalized consultation

The Norwegian Association of Local and Regional Authorities (KS), founded in 1972, advocates on behalf of its members (municipalities and county councils), voices their interests, provides support to members and acts as employer association for local and regional governments.

A major tool in KS’ work is the structured and formalized Consultation System between the Government and KS, put in place in 2001. This system is a permanent forum for dialogue and cooperation between the Government and the municipal sector, represented by KS, concerning the fiscal framework for municipalities and counties. The Ministry of Local Government and Modernization has published a guide providing background and purpose of the consultation system, how the system is structured and organised and what procedures should be followed when the consultation forum must be used.

Source: Interview for case study on involvement of KS, pp. 42-44
2.3.3 Interaction between local and national development plans

As has been shown previously, national development strategies are not always in place or sufficiently strong. Local government development plans, do not always exist either. However, it is also clear that when they do exist, the perception is that they only feed into national priorities in 16% of the countries surveyed (see Figure 3). In 45% of the cases, the national priorities are leading for the local action. Depending on the level of involvement of the local government sector in the definition of these national priorities, this can be a purely centralized top-down process.

“In the case of the larger cities, their priorities feed into the national priorities” – Quote by Ms. Renske Steenbergen, Senior Project Manager, VNG International

Box 6: Rwanda: a two-way movement between local and national development plans

In the development of strategy papers such as the Economic Development for Poverty Reduction Strategy (EDPRS) for the Vision 2020 program, the Rwandan central government sets its priorities through participation of the citizens and local governments. This grass-roots approach assures that the local perspective feeds into national strategies. In a later phase, local governments draw their priorities from national strategies such as EDPRS and Vision2020. This creates a two-way movement in which the citizen stands are ought to be at the centre. RALGA plays a role in these strategies through the different sector working groups but also assist Local Governments in developing related District Development Plans (DDPs) which are a sort of local strategic plans meant to localize the national strategies. Moreover, RALGA is directly invited to take part in high-level meetings that, building on multi-stakeholder’s perspectives gathered from the bottom level of government, refine the envisioning of Rwanda's development.

“The decentralization law established regulation that promotes cohesiveness between national and local planning” – Quote by Mr. Eliécer Cortés, Executive Director, Association of Municipalities of Panama

Source: Interview for case study on involvement of RALGA, pp.27-29
It is also remarkable to see that in 21% of the countries, international donors do not consult local governments or their associations when drafting their strategies (see Figure 4). This could be explained by the fact that international development partners develop their programmes directly on the basis of the national development strategies available.

Box 7: Consultation of international development partners: the FOMALIN project in El Salvador

FOMILeNIO II is a programme to be funded with US$277 million donated by the United States government via the Millennium Challenge Corporation (MCC), plus a return contribution of US$88.2 million provided by the government of El Salvador, making a total of US$365.2 million, which will be invested over a five-year period. The objective of the programme is to improve the investment climate in El Salvador to promote economic growth and the reduction of poverty.

This programme will be implemented in the coastal strip of El Salvador, which covers 75 of the country’s municipalities, and COMURES has succeeded in having two representatives appointed to the National Board of FOMILENIO, and has also coordinated efforts with the Technical and Planning Secretariat of the President’s Office in order to carry out the respective consultations with the mayors benefiting under this Programme.

Coordination and Management have been with the National Government and the Legislative Assembly, so that it will approve a loan from the Inter-American Development Bank (IDB) to local governments in order to strengthen their capabilities and boost infrastructure projects for the benefit of the population.

Source: Interview for case study on involvement of COMURES, pp. 39-41
Box 8: Consultation of local government to obtain input for the post-2015 agenda

• In Ecuador, COMURES became incorporated through actions undertaken by UCLG before the UNDP, and it was in this way that efforts were coordinated to develop consultation workshops with Local Governments to obtain input for compiling the post-2015 agenda. At these workshops COMURES achieved that local governments will be taken into consideration in further consultations about this agenda.

• In the Philippines, the League of Cities of the Philippines (LCP) has the ability to deliver input for the implementation of the SDGs, most notably for SDG16, the ‘urban’ SDG.

• Encouraged by and supported through the UNDP, the Association of Municipalities of Mali (AMM) is involved in dialogues concerning the implementation of the SDGs and officially incorporated into the framework responsible for implementing the 2030 Agenda.

• The Federation of Sri Lankan Local Government Authorities (FSLGA) is working with UCLG to identify the role which local government can play in the implementation of the SDGs. The Federation itself is occupied with promoting the SDGs and awareness raising, although it does not (yet) receive funding for this cause in particular.

• In 2014, the Unified Towns and Cities of Cameroon, in partnership with the UNDP, organized a workshop on the localization of the post-2015 agenda, aimed at creating a synergy at the local level, between the implementation of the Strategy Document for Growth and Employment on the one hand and sustainability as envisioned by the SDGs on the other.

Source: Taken from survey responses on LGA involvement in the definition and implementation of the SDGs/Agenda 2030

Scoring the current involvement of LGAs

When LGAs were asked to rate how they would score their involvement on a range from 1 to 10 in the way in which they are involved in the definition, implementation and monitoring of national development strategies, we see that most associations see that their role in the definition is insufficient (40%), whereas in the implementation of the local government sector as decent (48.5%) and the way in which they are involved in monitoring is rated as insufficient (38%) or decent (42%) (see Figure 5).

Figure 5

Rate your involvement

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<th></th>
<th>Definition</th>
<th>Implementation</th>
<th>Monitoring</th>
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<td>N=37</td>
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<td>Average</td>
<td>Avg: 5.17</td>
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<td>Rating</td>
<td>14</td>
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LGAs also note that sometimes they get more influence outside of the formal paths, than through the formal mechanisms and that it is thus very important to invest in both channels.

Almost all LGAs state that they need to be better involved in all stages of the national development strategies. They also note the need to strengthen their own capacity to ensure both better involvement in national processes, but also to better fine-tune messages through thorough consultation with their membership.

On the basis of these outcomes, the following ingredients can be identified for a successful formulation of national development strategies:

Central governments and the international community should:

- recognize local government as full-fledged and indispensable partners in the development, implementation, monitoring and evaluation of national development strategies and programmes;
- ensure that the way in which LGAs are being included in the dialogues on these strategies and policies is formally laid down in a code or in legislation. Within this legislation, a chapter on involvement in the development of new legislation should be added;
- ensure that LGAs are involved in all stages of the development of the policies: definition, implementation, monitoring and evaluation;
- further support local governments and their associations to ensure that they can deliver a more informed and better formulated contribution in country dialogues, amongst others through peer to peer cooperation by other local governments and their associations.

Local governments and their associations should:

- design ways to ensure proper consultation of members on their priorities and on the positions that need to be taken vis-à-vis the national government;
- exchange with peers, bilaterally or through umbrella organizations, to learn from each other and strengthen their own performance;
- identify the most relevant ministries and partners at national level, and direct their lobby and advocacy strategies towards these actors;
- invest in increased visibility at national level and enhanced professionalism in all of its activities with central government;
- focus on keeping discussions within consultation mechanisms fact- and evidence-based, to avoid arguing about numbers;
- make use of their political capital and technical capacity to show that they are serious and credible partners.
3. CASE STUDIES
Bottom-up definition of priorities is crucial: there have been too many cases where national priorities are not aligned with local needs and this can imply both a waste of time and funds. The UCLG CIB Working Group has identified some cases to illustrate how LGAs are involved in the definition of national development strategies and what the consequences have been of this involvement.

Case study 1
SALGA, South Africa

In South Africa, local government is represented by the South African Local Government Association (SALGA). As a result of its constitutionally anchored position, SALGA is consulted about decentralization processes, legislation relevant for local governments and national and provincial development strategies and key programmes.

Case study 2
RALGA, Rwanda

Although its role is not formally anchored in the constitution, the Rwanda Association of Local Government Authorities (RALGA) has, through strong lobbying, become an appreciated partner in the national policy-making process, in which it acts as the united voice of local government.

Case study 3
LCP, The Philippines

The League of Cities of the Philippines (LCP), is formally recognized as one of the representative leagues of local government in the Philippines. However, having a seat at the table does not always mean true recognition of your role in the decision-making process and of your contributions.

Case study 4
LCAP, Punjab Province, Pakistan

The Local Councils Association of Punjab (LCAP) is a large organization whose membership covers the local governments of half of Pakistan’s population. Nonetheless, due to a lack of provisions within both the national and provincial constitution, the association cannot exert substantive influence regarding national development policies.

Case study 5
AMM, Mali

Organized local government has a relatively long history in Mali. Increasingly, strengthened local government is also being recognized as an important factor in the process of reconstruction and peace. As a consequence, the Association of Municipalities of Mali (AMM) has noticed an increase of its influence on national policy-making.

Case study 6
COMURES, El Salvador

COMURES, the local government association of El Salvador, is an appreciated member of an inter-institutional committee, which gathers representatives from local and national government amongst others, and which is aimed at aligning national and municipal priorities to national strategies. COMURES’ input is always based on the input from its constituency, gathered for example at the National Congresses of municipalities, organized by the LGA.

Case study 7
KS, Norway

The Norwegian Association of Local and Regional Authorities (KS) is an example of an LGA which is strongly embedded in the institutional environment, through formalized mechanisms for consultation. The consultation system is a permanent forum for dialogue and cooperation between the Government and the municipal sector, represented by KS, concerning the fiscal framework for municipalities and counties.
In South Africa, consultation of organised local government, represented by the South African Local Government Organization (SALGA), is well embedded in the institutional environment. The basis for the extensive role of SALGA in the intergovernmental system is section 154 of the Constitution, which provides that any policy or legislation which affects the status, powers or functions of local government must be consulted with the association. This constitutional recognition has been followed up by more specified laws on the role and position of local governments and by a constant flow of invitations to various meetings, at which SALGA holds the right to nominate any issue for the agenda. As a result of its legally anchored position, SALGA is consulted about decentralization processes, legislation relevant for local governments and national and provincial development strategies and key programmes.

The South African Local Government Organization

The South African Local Government Organization (SALGA), established in 1996, is an autonomous national association of which all 257 South African local governments are a member. It operates and convenes on the national and provincial level, through its national office in Pretoria and nine provincial offices. SALGA accounts to its members in terms of the SALGA Constitution (as amended in 2012) and its Governance Framework regulating its structures and mandating processes.

The organization has a National Executive Committee comprised of elected councillors (primarily Mayors and offices bearers in municipalities) that is responsible for the affairs of the organization between National Conferences and Members’ Assemblies; the highest and second highest decision-making bodies of the association.

Listed as a Schedule 3A public entity, SALGA is accountable for its revenue and expenditure in terms of the Public Finance Management Act of 1999. Revenues come from a combination of sources, including membership fees (83%), donations from the donor community for specific projects (10%) and a small annual allocation from the national fiscus (7%). One of SALGA’s main advocacy topics concerns the necessary increase of the percentage of national revenue that is allocated to local governments, based on the service delivery and transformative role local government is expected to play in the constitutional state.

The legislative framework for consultation of SALGA

As a result of its formalized position in legislation, SALGA is legislatively required to participate in all key intergovernmental structures relating to or involving local government, including Parliament and sectoral forums of ministries and provincial structures. Section 67 of the Constitution also provides SALGA with 10 part-time seats in the second house of Parliament, the National Council of Provinces, which considers legislative matters affecting provinces and local government. Since 2005, SALGA has also been invited to attend Cabinet meetings even though this is not legally provided for in the Constitution, on the premise of its role as the solely legitimate voice of local government in a cooperative system.

3.1 Case study 1: SALGA, South Africa

SALGA: From constitutional recognition to a say in the policy making process
Consultation with SALGA is mandatory on any matters concerning the interest to local government. Examples of intergovernmental forums where SALGA represents local governments are the Presidential Coordinating Council, the Budget Forum, the National Council of Provinces and the Financial and Fiscal Commission. Such intensive consultation is evident, since SALGA, together with the Ministry of Cooperative Governance and Traditional Affairs, is the governmental structure being held accountable in parliament when it concerns local government.

**From a seat at the table to a say in the process**

Ever since the recognition of SALGA as representative body of local government in the Constitution, the association has had a seat at many decision-making tables and played an important role in the construction and legislative architecture which shaped democratic local government in South Africa in 2000 and the few years thereafter, but the level of true influence has increasingly developed as the organization has evolved. It is only really since the past seven years that SALGA has played a strong and consistent advocacy role on policy formulation and legislative issues. The strengthening of its specialist expertise in key areas (governance, finance, infrastructure, media and public liaison etc.) and formalization of its role in Parliament through consistent political representation are some of the reasons for its improved capacity. Due to its strengthened capacity, both politically and technically, SALGA is now able to drive sustained advocacy positions on particular issues, also through media channels.

Since SALGA is invited to all national meetings as representative of local governments but has limited staff and part-time political representatives who are full-time mayors and councillors in their own municipalities, the association needs to select the most relevant topics and meetings to invest in. Priority themes include fiscal policy, economic policies, human settlements and transport. Furthermore, parliamentary sessions and formal intergovernmental structures receive priority. Parallel to these formal meetings, advocacy for local governance interests also takes place through intensive profiling through different media channels.
**SALGA’s contribution to Vision 2030**

A concrete example of SALGA's role in the process of formulating policy can be found in the country's latest National Development Plan (NDP): 'Vision 2030'. During the drafting process, in which many stakeholders from all sectors of society were included, many of SALGA's suggestions were taken on board in the final version of the NDP, for example in the chapter on transforming human settlements and the national space economy. However, most of SALGA's suggestions were aimed at the chapter on improving the public sector, in particular the section on strengthening local governments. SALGA advocated the need to build an enabling framework for local government to execute its development mandate, as well as the strengthening of the intergovernmental system, with the NDP recognizing many of the constraints that SALGA had listed as hampering ultimate and cohesive delivery. This shows that SALGA plays an important role in safeguarding local government's capacity to implement policies autonomously.

SALGA's commitment to protecting the interests of local government is furthermore exemplified by its role in monitoring those national and provincial policies and programmes that matter most to local government, such as the human settlements policy. To this end, it takes part in the quarterly reviews that take place within the intergovernmental structures. Nonetheless, monitoring is primarily overseen by the central government through the Department of Planning, Monitoring and Evaluation.

For more information, please contact Reuben Baatjies (rbaatjies@salga.gov.za or info@salga.org.za).

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**Local government context in South Africa**

Population: 55.6 million  
Spheres of government: National Government; Provincial Government (9); Metropolitan Municipalities (8), District Municipalities (44) and Local Municipalities (205)  
Ministry responsible for local government issues: Department of Cooperative Governance and Traditional Affairs  
Elections at local level: Municipal elections are held every 5 years

**Legislation on decentralization and local government in South Africa**

The provisions for local government in the Constitution of the Republic of South Africa (1996), grants the third and lowest tier of government, consisting of municipalities, the right to govern, as well as executive and legislative autonomy, subject to national and provincial legislation.

In 1998, the South African government released the White Paper on Local Government, which set out a comprehensive strategy that would allow local governments to effectively fulfil its tasks and obligations as mandated in the Constitution. Simultaneously, the central government foresaw an important role for local government in achieving the goals of the Reconstruction and Development Program (1994).

Since the end of Apartheid, local government has gone through a long process of transition, eventually culminating in the establishment of 283 municipalities, later cut to 257, and the first democratic local government elections in 2000.

**Local Government Association**

Name: South African Local Government Association (SALGA)  
Members: all 257 local governments (voluntary)  
Headquarters of LGA: Pretoria (Tshwane), South Africa  
Number of staff: 480
3.2 Case study 2: RALGA, Rwanda

RALGA: An unofficial though indispensable consultation partner

The case of Rwanda shows that a constitutional arrangement is not always a prerequisite for local government associations to be included in the policy making process. Even though Rwanda has no formal institutional arrangement through which the Rwanda Association of Local Government Authorities (RALGA) can contribute to the formulation of national policies, the association manages to participate in various meetings at the national level, including the ‘sector working groups’ initiated by the different line ministries. Through strong advocacy, lobby efforts and partnerships, RALGA has become an appreciated actor in the institutional environment, able to make the voice of local government heard.

RALGA’s successful lobby for inclusion and recognition

Fourteen years into its existence, RALGA is now considered and accepted by the central government and other stakeholders as the voice of local government, and is therefore always consulted when it concerns local matters. RALGA acquired this position through strong advocacy, motivated by an absence of national legislation, strategic or guidelines to which it can appeal. Following these lobby efforts, the association is now generally solicited to join discussions and meetings in an informal manner, through its technicians or the members of the decision-making organs, without any objection of the central government. Among other meetings and platforms, RALGA now takes part in a number of sector working groups and technical working groups on a variety of issues, such as decentralization, agriculture and local economic development. The latter serve as platforms for information sharing on government and donor programmes for the purpose of aligning diverse interventions and the central government’s strategies. They also serve as an avenue for consultation on citizen-centred public policy formulation. Technical working groups play a much more specific role in the sense that they prepare the technical working documents and devise policy options intended for the sector working groups. Even though RALGA has managed to achieve a seat at many tables, it would be a considerable improvement if the association would also be included in the relevant laws and policies that govern how development national policies and

The Rwanda Association of Local Government Authorities

RALGA is a membership-based organization that brings together local governments in Rwanda. Although its establishment goes back to 2002, RALGA was legally registered as a national non-governmental organization with a legal personality and administrative and financial autonomy in 2003, and officially inaugurated in 2005. The association’s mission is to strive for efficient, effective transparent and accountable local government entities in Rwanda, where all people and stakeholders are involved in development. The mandate of RALGA comprises five pillars, including i) the representation of its members in both the national context and abroad, ii) local government capacity building at district and lower levels of government and iii) the stimulating of strengthened collaboration between Rwanda local government entities on the one hand and with foreign local governments on the other hand.
strategies are developed as well as in inter-governmental relations legislation. Not having to lobby for its evident role and position in key strategic consultation meetings would save the association a lot of valuable time, which can then be used to better represent its members.

**Prioritized consultation arenas**

The Governance and Decentralization sector working group, headed by the Ministry of Local Government, and the National Steering Committee on Fiscal Decentralization, headed by the Ministry of Finance and Planning (MINECOFIN) are of particularly strategic importance to RALGA. The Ministry of Public Service and Labour also is an important partner to RALGA. All three ministries have a particular bearing on the future of local government and its development and regard RALGA as a natural partner since the onset of decentralization to date. As such, they regularly consult with RALGA whenever input is needed for their decisions and actions to take place smoothly within the local government context. For example, in the area of Public Finance Management, the Ministry of Finance and Economic Planning is very keen to involve RALGA, in virtue of its membership to the National Steering Committee on Fiscal Decentralization, in order to hear what local governments think.

**A frontrunner in the field of capacity building**

Aside from the topics discussed in the sector working groups, RALGA has become a very appreciated actor in the field of capacity building of local governments in the past years. Therefore, ministries developing policies related to capacity building issues logically consult RALGA. In many instances ministries and government agencies have approached RALGA to advise on or test possible amendments to policies and laws that affect local governments, before proposing them to a wider audience. One of the biggest, recent achievements of RALGA in this field is the establishment of a Local Governance Institute through which all trainings and other capacity building initiatives of local governments will be channelled.
Lacking resources for thorough implication in implementation and monitoring

While RALGA is often consulted in the definition phase, its involvement in implementation and monitoring of development strategies can still be improved. Within the sector working groups, RALGA often reiterates that it is the partner who can best identify gaps and needs in the execution of policies, as an association of the local governments that implement the national policies and strategies. Evidence-based advocacy has proven to work best to portray the need to involve RALGA in the implementation phase. However, the required research for this is costly and RALGA’s resources are limited. Furthermore, a reduction of staff has forced the association to prioritise and let go of monitoring as a focus. As a consequence, during the last two years, the evaluation of performance contracts, an essential part of the decentralization process, has been outsourced by the central government to an independent think tank, making that RALGA is no longer invited to be part of these evaluation teams.

For more information, please contact Mr. Faustin Serubanza (fserubanza@ralgarwanda.org or ralga@ralgarwanda.org).

Local government context in Rwanda

Population: 10.5 million
Spheres of government: Central Government; Provinces and City of Kigali (4); Districts (30); Sectors (416); Cells (2148); Villages (14837)
Ministry responsible for local government issues: Ministry of Local Government
Local Government Code: Organic Law No. 29 of 2005 determines the administrative entities for local government and establishes their number, boundaries and structure
Elections at local level: Elections held at District and lower levels (Sector, Cell and Village) every five years

Legislation on decentralization and local government in Rwanda

In May 2000, the Government of Rwanda adopted the National Decentralization Policy (NDP), followed by related laws and a strategy for its implementation in 2001. The NDP, which was last revised in 2012, is based on the central governments’ commitment to empower the Rwandan citizens at the local level.

The Constitution of Rwanda, adopted in 2003, provides for the legal personality and administrative and financial autonomy of local entities. It outlines the relation between local and national government and provides for a law meant to regulate this relationship. The law n°87/2013 of 11/09/2013 determines the organization and functioning of decentralized administrative entities and states that local governments may unite themselves in associations, without explicitly mentioning RALGA.

Local government association

Name: Rwanda Association of Local Government Authorities (RALGA)
Members: all 30 Districts and the city of Kigali (voluntary)
Headquarters of LGA: Kigali, Rwanda
Number of staff: 19
The League of Cities of the Philippines: Legal embeddedness no guarantee for true consultation

In the Philippines, the position of local governments and their associations was already secured through the law in 1991, following strong lobbying from municipalities and provinces that wanted more responsibilities in setting the development strategies locally and nationally. The Local Government Code of 1991 provides for the mandatory consultation of local government units (i.e. autonomous regions, provinces, municipalities and barangays) and associations in drafting national development strategies. However, having a seat at the table does not always mean true recognition of your role in the decision-making process and of your contributions.

The League of Cities of the Philippines

The League of Cities of the Philippines (LCP), established in 1987, is the formal organization of all 145 cities in the Philippines, as mandated by Section 499 of the Local Government Code of 1991. The particular section states that “there shall be an organization of all cities to be known as the League of Cities for the primary purpose of ventilating, articulating and crystallizing issues affecting city government administration, and securing, through proper and legal means, solutions thereto”. Section 501 of the Local Government Code of 1991 outlines specific powers, functions and duties of the LCP.

The highest decision-making body of the LCP is the General Assembly, in which all 145 member cities are represented by their mayor, and which is headed by National President. The National Executive Board is occupied with the execution and implementation of the authorized policies of the LCP. The LCP acquires its own revenues through membership fees.

The LCP is committed to bringing the local urban governance agenda at the forefront of the country’s development strategies. The association serves as the unified voice of cities, advocating policies that would genuinely devolve functions, personnel and resources to cities. Other functions of the LCP include the promotion of capacity building and best practice sharing, and strengthening internal and external linkages, with the goal of lifting the Philippines out of poverty.

Consultation: mixed results and no guarantees

While the Local Government Code of 1991 mentions that every local government unit should be consulted, in practice this is organized through the four local government leagues. The consultation provisions in the Code ensure a seat at the table for all four leagues.

The LCP is always consulted by the national government in setting its priority areas and formulating development strategies. The LCP is
particularly involved in the definition of policies related to urban issues, including housing, traffic and transport, and basic service delivery. Usually, Parliament decides on the involvement of the LCP in meetings, but the LCP also lobbies to be included in certain additional committees. For example, the LCP is currently lobbying for involvement in the Initiative for ASEAN Integration, aimed at narrowing the development gap of its members and accelerating economic integration of the newer members of ASEAN. The LCP has expressed its particular interest in joining the trade and industry committees which were created as a result.

Despite its ambitions and being recognized in legislation, true recognition of the LCP’s contributions is not always guaranteed. On the side of the LCP, this can be explained by staff limits and lack of the necessary resources. For a well-informed contribution to development policies, the LCP needs a good mix of technical and political resources, as well as strengthened capacities, which are not always present. However, it also occurs that suggestions by the LCP are incorporated into the process of formulation, but left out of the final legislation as passed by Parliament. Because many factors can play a role in this, it is difficult for the LCP to assess to what extent and why its suggestions are taken into account or disregarded.

Involvement in the implementation and monitoring phases

Ever since the Local Government Code was established, the LCP has been able to exert (some) influence in the definition of development policies, but involvement in the implementation and monitoring phases is more difficult to achieve. The LCP finds it difficult to track whether the work it does was taken into account, because many factors play a role. Sometimes the LCP sees little return on its contribution in the final legislation. An example that shows this is the passage of the ‘sin tax’ law (i.e. a law aimed at increased taxes on all alcohol and tobacco products, providing a new injection of funding that enables the Philippine Government to enrol more people in universal health care and scale-up non-communicable disease prevention services in primary care) in May 2015. The LCP supported the passage of this law with the end view that the proceeds from the increased sin tax rate will benefit the indigent families in the cities. The LCP was supposed to be part of the technical working group that would identify the indigent beneficiaries. However, when the law was passed, the League was suddenly removed from the list of the agencies who would craft the implementing rules and regulations of the sin tax law.

For more information, please contact Mrs. Veronica C. Hitosis (veronica.hitosis@gmail.com)
Local government context in the Philippines

Population: 92.3 million
Spheres of government: Central Government; Autonomous Regions (2), Provinces (81), Independent Cities (38); Municipalities (1,490) and Component Cities (103) (Independent and Component cities have a different relationship with the province); Barangays (42,029)
Ministry responsible for local government issues: Department of the Interior and Local Government
Elections at local level: Local government elections are held every three years

Legislation on decentralization and local government in the Philippines

The Constitution of the Philippines mentions that local governments “shall enjoy local autonomy”, but that the Philippine president exercises “general supervision”. The Local Government Code of the Philippines was enacted by Congress in 1991, after years of strong advocacy by local executive chiefs, to “provide for a more responsive and accountable local government structure”. The Code diminished the national governments’ sphere of control, rephrasing its position and role towards local governments from ‘control’ to ‘supervision’.

The Philippines has four categories of elected local administrative divisions, often collectively referred to as Local Government Units. The provinces, cities, municipalities, and barangays each have their own ‘league’, for example the League of Cities of the Philippines and the League of Municipalities of the Philippines.

Local Government Association

Name: The League of Cities of the Philippines (LCP)
Members: all 145 cities (automatic)
Headquarters of LGA: Quezon City (Metro Manilla), The Philippines’
Number of staff: 20
3.4 Case study 4: Punjab Province, Pakistan

The LCAP: Limited to informal consultation by its institutional environment

The case of the Local Councils Association of Punjab (LCAP) in Pakistan shows how some local government associations have to defeat many odds in order to make themselves heard in any of the phases of policy making. The LCAP’s case illustrates that it is almost impossible to effectively influence provincial or national policy, without legal recognition of the role and position of local government. The current Constitution of the Islamic Republic of Pakistan only mentions local government in so far that it requires the Provincial Government to delegate some powers and authority to lower administrative entities, while organized local government is not mentioned at all, which leaves the LCAP relatively weak in the face of Provincial and Federal Governance.

The Local Councils Association of Punjab

Upon recommendation of, and support from, UCLG and the Federation of Canadian Municipalities, the LCAP was established in 2006. With most local governments of the Punjab province being part of the organization, its membership comprises approximately 3600 local governments of the three lowest tiers of government (i.e. Districts, Tehsils/Towns and Union Councils). As such, it represents about half of the Pakistani population. Since its launch in 2006, the LCAP has served as a model for the establishment of organized local government in other provinces.

The LCAP is governed by the General Body, which consists of members of the District Executive Committees and delegates of provincial caucuses, networks, alliances, associations and other bodies. The District Executive Body promotes and supports the association at the district level and carries out the association’s agenda locally. A Tehsil Liaison Committee serves the same purpose for the lower tiers of government. Finally, the LCAP has a Board of Governors that provides strategic and policy guidelines to the organization. It consists of representatives from member districts, alliances of women, minority and farmer/peasants councillors, and civil society networks.

As an informal public entity, the LCAP does not receive funding from the Provincial or Federal Government. It therefore primarily depends on the revenues it collects through membership fees.

Aiming for consultation in a difficult context

One of the LCAP’s objectives is to get a foot in the door in the process through which national development policy (NDP) is shaped. However, despite having a large and relatively strong organizational structure, the LCAP is facing many difficulties in achieving this. One of the main obstacles is that the LCAP has no foundation in the Provincial/Punjab Local Government Act (PLGA). This makes it easy for the provincial government to leave the LCAP, as well as the local government associations of other provinces, out of the policy making process. When amendments to the PLGA are planned, the LCAP lobbies for the strengthening of its position and that of local government in general, but these efforts have thus far failed to bring about substantial results. The position of local government and the local government association in the Punjab province remains rather weak.

Another factor that plays a role in this is that independent Pakistan inherited a strong
bureaucratic apparatus from British colonial rule. The provincial and federal governments have long used this strong bureaucracy to keep local government in line (Cheema et al. 2004). Since the bureaucratic apparatus is responsible in large for the implementation of policies made at the provincial and national level, including development strategies, organized local government lacks the leverage that could strengthen its bargaining position in the policy-making process. The formulation of development strategies therefore remains largely in the hands of standing committees on thematic areas, consisting of members of the National Assembly. According to the LCAP, one of the biggest problems this poses is that these development strategies focus their funds mostly on urban areas instead of rural areas, as cities are of more political value to members of the National Assembly. Hence, another objective of the LCAP is a more equal allocation of funds to urban and rural areas within national development strategies.

The importance of informal lobby

One way of achieving this, is through informal lobbying with these same members of the NA. Although certainly not always successful, the LCAP often tries to persuade them into taking over some of its policy suggestions, which the NA-members can then submit within the NA and its standing committees. This informal, staged process usually implies that the LCAP does not get official recognition for its suggested amendments. A more important problem is that often only the less significant and less important suggestions get taken on board. An example of a recent, small but successful lobby concerned the representation of women within union councils. While the government originally aimed at including a minimum of one female representative per union council in the PLGA, lobby efforts of the LCAP led to the mentioning of a minimum of two female politicians per council. Through informal lobbying, the LCAP is thus able to achieve some results. These results are, however, not always of substantive value, and without any credits for the LCAP's work. Nonetheless, this form of lobbying for now remains the only entry for the LCAP into the decision-making arenas.

For more information, please contact Mr. Anwar Hussain (director@lcap.org.pk).
Local government context in Pakistan

Population: 182.1 million
Spheres of Government: Federal Government; Provincial Government (4), Autonomous Territories (2), Federally Administered Tribal Area and a Federal Capital Territory; Divisions (29); Districts (149); Tehsils/Towns (596); Union Councils (approx. 5800)
Ministry responsible for local government issues: Ministry for Inter-Provincial Cooperation
Local government code: Punjab Local Government Act (2013)
Elections at local level: Elections at the lower level are held every four years

Legislation on decentralization and local government in Pakistan and the Punjab province

The Constitution of the Islamic Republic of Pakistan, as amended to date, states that the provinces are required to establish a local government system and devolve political, administrative and financial responsibility and authority to the elected representative of the local governments.

The current state of affairs regarding decentralization is the result of an extensive plan of devolution, formally called the Local Government Plan but usually referred to as the Devolution Plan, which was introduced in 2000, after General Pervez Musharraf became President. The Local Government & Community Development Department is responsible for achieving the long-term objectives of the Devolution Plan.

The Punjab Local Government Act 2013 contains more explicit provisions for the lower tiers of government. The responsibilities of these lower levels of government are limited, in large, to its executive function. Furthermore, local government is legally required to adhere directions from provincial governance.

Local Government Association

Name: Local Councils Association of the Punjab
Members: 3647 local governments (incl. 36 Districts, 147 Tehsils/Towns and 3,464 Union Councils; voluntary)
Headquarters of LGA: Lahore (Punjab), Pakistan
Number of staff: 15
3.5  Case study 5: AMM, Mali

Mali: Involvement of local governments and AMM as an answer to crisis

The Peace and Reconciliation Agreement signed by the Malian government and the politico-military movements of northern Mali in 2015 put local governments and decentralization at the heart of the peace and reconstruction plan of Mali. At the time, it was generally emphasised that to leave the political crisis, decentralization should be deepened. During the post-electoral crisis, the Association of Municipalities of Mali (AMM) suggested an integrated decentralization approach, as a solution to the problems. For this, a maximum amount of powers had to be allocated to local authorities. The central government accepted this approach and since then, the AMM has become an indispensable and recognised partner of the government, as representative body of local governments. While the AMM was already represented in several decision-making bodies prior to the crisis, its voice is now much better heard.

The Association of Municipalities of Mali

The Association of Municipalities of Mali (AMM) brings together all 703 Malinese municipalities, as well as the District of Bamako, which has a special status. The AMM was established in 2000, replacing the Association of Mayors of Mali, which had been in place since 1993. The statutory provisions of the association state that the objective of the AMM is “to participate in and contribute to the safeguarding of free administration of local authorities and in the deepening of local democracy”. Specific objectives of the AMM include to contribute to the strengthening of the decentralization and to act as an interface between the municipalities and (national) public authorities on the one hand, and between municipalities and other (inter)national partners.

AMM is partly financed through membership fees, donations and grants, among other sources of income. The membership contributions are allocated to the National Bureau (50%), the Regional Offices (10%) and the Offices at cercle level (10%). Within the framework of its multi-annual action plan 2010-2015, the AMM has developed a lobby and advocacy strategy, which has enhanced the AMM’s influence in numerous decision-making bodies at the national level. Technicians have received lobby trainings and a lobby taskforce was put in place.

Elaborating and monitoring the country’s national development policy

AMM is frequently consulted by the central government when its formulating its priorities and national development strategies. The AMM is a member of the monitoring committee of the Strategic Framework for Growth and Poverty Reduction, which is in charge of the elaboration and monitoring of the country’s national development policy. The membership of AMM to this committee has been fixed by decree of the Ministry of Economy and Finance. The monitoring committee meets twice a year to discuss and review the multi-annual strategic framework; the content is suggested

through and prepared in sectoral working groups, to which the AMM is also invited. AMM brings the stories of the local practice of the framework to the table, as well as two key messages: i) the role of local governments in local development should always be taken into account since they will become the implementers of the policies; and ii) decentralization calls for more resources for local authorities because of an increase of the number of tasks and responsibilities. All members of the committee – which includes international cooperation agencies, territorial units and civil society organizations – have a consultative role. The AMM also uses the sectoral working groups to address the major challenge that its members face, which can be summarized as the constant need to strengthen and broaden its competences and to find ways to diversify its financial resources, in the light of far-reaching decentralization processes in Mali.

Another example of early involvement in the definition of policies and strategies, is the AMM’s contribution to the discussions on the reform of the state. The national government has involved the association right from the beginning and asked them for their opinion on several issues, even before the text reached the parliament. This goes beyond mere presence – the AMM is also invited to join in the writing and discussion process.

**Increased visibility and influence due to crisis**

The emphasis on the need for further decentralization, stimulated in a post-conflict era, increased the importance of presence of the AMM in decision-making committees. Before the crisis, the AMM was already invited to 80 structures and organs led by central government and/or donor organizations, but the crisis increased the association’s visibility and influence. However, with limited staff, AMM needs to prioritise certain meetings. Prioritized themes include consultations related to decentralization, local governance, institutional reforms and climate change, and fora concerning local (economic) development. If mayors have time and resources to attend additional meetings, the AMM also joins consultations on education, agriculture, health, security/defense, which are often organized by the sector ministries. Furthermore, the AMM has, on behalf of its members, participated and contributed to all the large national and international fora on the development of Mali, organized by the national government and/or donor organizations. The AMM also demanded that the national government creates a council of local authorities within the West African Economic and Monetary Union, with success.

*For more information, please contact Mr. Boubacar Alpha Ba (wague992003@yahoo.fr)*
Local government context in Mali

Population: 18.2 million
Spheres of government: Central government; Regions (8), Capital District (1); Cercles (49); Rural Municipalities (638), Urban Municipalities (65)
Ministry responsible for local government issues: Ministry of Territorial Administration, Decentralization and Regional Planning (MATDAT)
Local government code: The Code of Local Authorities
Elections at the local level: Municipal Councillors and Mayors are elections are held every five years

Legislation on decentralization and local government in Mali

The process of democratization and decentralization in Mali began in 1991, when the democratically elected Government of Mali adopted a series and policies designed to guide decentralization. In 1992, the government laid out a plan in two phases: the first phase included the design of democratic reform and its implementation; the second stage introduced The National Decentralization Policy Framework Paper, which was published and adopted in 2005.

The 1992 Constitution provides the principles for decentralization while the law on decentralization (Loi 93-008), adopted in 1993, provides a general framework for decentralization. This law established régions (regions), cercles (districts), and communes (communes) as collectivités (territorial units) in rural areas. It also called for elected assemblies or councils to manage the territorial units.

The crisis in northern Mali (2012-2015) has given an impetus to the reform of current legislation decentralization. An example of reform initiated through the Peace Agreement, is that the document specifies that the head of the political party which receives a majority in elections should become the mayor of the municipality.

Local Government Association

LGA: Association des Municipalités du Mali (Association of Municipalities of Mali)
Members: all 703 municipalities
Headquarters of LGA: Bamako, Mali
Number of staff: approximately 20
Case study 6: COMURES, El Salvador

COMURES: Participation and influence through institutions and member consultation

Since adopting its Strategic Agenda in 1994, COMURES has managed to institutionalize its position in an inter-institutional committee with the central government, and it has become the main consultation partner of the Legislative Assembly on local government issues. One of the reasons for its broad recognition by the central government, is the fact that the association continually cross-checks its priorities with its members at National Congress of Municipalities, ensuring true representation of the local government sector at the national level.

COMURES

COMURES is made up of the 262 Salvadoran municipalities on the basis of Executive order No. L343, and is registered as a Non-Governmental Organization with the Ministry of the Interior and Territorial Development, on the basis of the Law on Non-Profit Associations and Foundations. The Law Establishing the Municipal Economic and Social Development Fund (FODES) recognises COMURES as a legal personality and grants it a fund aimed at the strengthening of local government. This means that COMURES can assume its role at national and departmental level as direct representative of local interests. As such, it promotes municipal strengthening and the process of local development; enhances mechanisms for citizen participation; builds a legal framework that allows the municipalities to exercise and finance their responsibilities; and provides legal assistance in test cases, which ensures the development and autonomy of the municipalities. COMURES’ Statutes were approved in 1941 and reformed in 1991 and 1995.

Generally, when draft legislation or reforms connected with Local Government are reviewed in Parliament, the Legislative Assembly consults COMURES for an opinion from the municipal point of view. In order to respond, COMURES has a Legal Affairs Committee within its Executive Board, which responds to these requests from the Legislative Assembly.

Setting priorities together with the association’s members

COMURES established its first Strategic Agenda in 1994, which identified the following strategic axes: i) promoting the harmonization and modernization of the legislative framework linked directly or indirectly with municipal management, ii) strengthening municipal public finances capabilities, iii) helping to achieve a positive impact on the environment at the municipal level, iv) boosting local economic development and (iv) strengthening municipal and association capacities - a cross-cutting issue. On the basis of these strategic priorities, COMURES has worked at reviewing, updating and responding to the priorities and expectations of municipal governments.

An important forum where the (review of) priorities are discussed are the National Congresses of Municipalities, organized by COMURES. At these highly participative events, COMURES consults on the issues of priority interest to the association via the Departmental Council of Municipalities. At these Congresses, the 262 municipal mayors debate and vote in the analysis and definition of the general guidelines that inform and direct the work of the association in representing municipal interests. The Congresses are primarily aimed at strengthening the mechanisms for coordination and also at establishing a dialogue with the
institutions connected with the municipal sector. This way, a clear definition of roles and functions is established and, from the municipal perspective, active contribution to the defining and implementing of national policies on local development is made possible.

An inter-institutional committee

At the XXXI National Congress of Municipalities, the Government of the Republic of El Salvador and COMURES agreed to establish an inter-institutional Committee for addressing issues of national and municipal interest. To that effect, the Committee, composed of the Technical and Planning Secretariat of the President’s Office, the Ministry of the Interior and Territorial Development, and mayors from the Executive Board of COMURES from various political parties, was formed. Within this committee, joint actions are sought under the central government’s Five-Year Plan for 2015-2019 and COMURES’ Strategic Agenda.

The inter-institutional committee meets every month, and more spontaneously when there is a need to address a specific issue. Aside from the regular meetings, meetings with several line ministries also take place, including with the Ministry of Environment and Natural Resources and the Ministry of the Interior and Territorial Development, and with other agencies such as the National Council for Children and Adolescents, to develop and boost the National Policy on Protection of Children and Adolescents, amongst others.

COMURES has had a significant influence through this committee, having set a common agenda dealing with issues of interest to the association such as the implementation of the Law on Territorial Planning and Development, as well as the Regulatory Law on Municipal Debt, and the Project for Strengthening Local Governments, which aims to advance Local Economic Development at regional micro level. One of the significant outcomes of the inter-institutional meetings has been the drafting of a proposal to support the municipalities in municipal debt through the National Bank, as well as proposing reforms to make it possible to implement the Law on Territorial Planning and Development. The association’s role in the follow-up and implementation of these proposals and policies is to ensure respect for, and strengthen local autonomy and management, as well as to strengthen coordination links between public and private sector entities with Local Governments.

Securing the association’s position at national level

Over the years, COMURES has done a lot of lobbying to secure its position at national level. Part of its strategy has been to establish relevant strategic partnerships and to join formalized committees, such as the National Council of Decentralization and Territorial Development and the National Commission on Decentralization and Local Development. Another strategy has been to substantiate its positions on the basis of studies carried out. An example of an such an evidence-based lobby was COMURES’ lobby concerning the reform of the Law Establishing the Municipal Economic and Social Development Fund (FODES), to allow for an allocation of 8% of the national budget to municipalities. In order to substantiate its request for a FODES increase, COMURES carried out a study to determine the effects of investing these resources for the benefit of the population. On the basis of this research and through use of mass-circulation of print media, it successfully advocated for the increase from 6% to 8%. Social Communication is another important element for COMURES advocacy work aimed at the general population, and at the municipalities.

For more information, please contact Mr. Carlos Roberto Pinto (cpinto@comures.org.sv) or Mrs. Margarita Alfaro Bulle (malfaro@comures.org.sv or infocomures@cyt.net)
Local government context in El Salvador

Population: 6.2 million
Spheres of government: Central Government; Departments (14); Municipalities (262)
Ministry responsible for local government issues: Ministry of Interior and Territorial Development
Elections at local level: Elections at department and municipal level are held every three years

Legislation on decentralization and local government in El Salvador

The Constitution of El Salvador dates from 1983, and was last amended in 2003. Chapter 6 of the Constitution states that El Salvador must be divided into departments for political administrative reasons, and that those departments consist of municipalities that are administered by municipal councils. Furthermore, the Constitution states that a fund for development and economic authority shall be created. In 1988, this so-called Municipal Economic and Social Development Fund (FODES) was established by law.

Decentralization in El Salvador started in 1986, when the Municipalities in Action Programme (MEA), supported by USAID, completed many projects in a more efficient way than previous, comparable projects of the Central Government. It has been a recognized issue within the government of El Salvador ever since. The latest version of the Salvadoran decentralization policy can be found in the central governments’ Five Year Development Plan 2014-2019. The second chapter of the Five Year Plan 2014-2019 focuses on government reform, development planning and citizen participation. The main objective is to become more efficient, outcome-focused, participative, transparent and stand closer to the citizen. Decentralization is mentioned as a way to reach this.

Local Government Association

Name: Corporación de Municipalidades de la República de El Salvador (COMURES)
Members: all 262 municipalities
Headquarters of LGA: San Salvador, El Salvador
Number of staff: 32
Norway has a vibrant local democracy with a strong and appreciated local government sector. Stakeholder participation in decision-making is common in Norway’s political system. In line with this tradition, a permanent Consultation System between the Government of Norway and KS - the Norwegian Association of Local and Regional Authorities - has been in place since 2001. While other stakeholders also are consulted, only local governments and the Sami parliament (which acts on behalf of indigenous people) have formalized annual consultation meetings with the government.

Consultation between the Government of Norway and KS

KS was founded in 1972 through amalgamation of two earlier associations (Union of Norwegian Cities 1903 and Norwegian Association of Rural Municipalities 1923). KS advocates on behalf of its members (municipalities and county councils), voices their interests, provides support to members and acts as employer association for local and regional governments.

A major tool in KS’ work is the structured and formalized Consultation System between the Government and KS, put in place in 2001. This system is a permanent forum for dialogue and cooperation between the Government and the municipal sector, represented by KS, concerning the fiscal framework for municipalities and counties. The Ministry of Local Government and Modernization has published a guide providing background and purpose of the consultation system, how the system is structured and organised and what procedures should be followed when the consultation forum must be used.

This guide provides general information on issues and topics at the consultation meetings. How issues are to be handled and presented must be determined on a case-by-case basis and discussed in the secretariat before each meeting. It is therefore important that line ministries have a dialogue with the Ministry of Local Government and Modernization and attend preparatory secretariat meetings. In its dialogue with KS, the Government must act in a coordinated manner in order to limit undesirable constraints on the Government’s priorities in the budget process resulting from consultation work. The guide thus explains how internal Government coordination shall proceed.

Following adjustments in the consultation system in 2006, KS became associated with cost calculations for reforms initiated in the municipal sector.

Moreover, new guidelines on bilateral cooperation agreements were introduced as an integral part of the consultation system.

Consultation to achieve local and regional community development

The Government’s goal is to pave the way for a strong and effective municipal sector which can be a key player in local and regional community development and which can provide residents with good services, freedom of choice and involvement, all while safeguarding individuals’ legal rights. The municipal sector must be given room that allows the municipalities and counties to perform their duties as service providers, government practitioners, community developers and democratic forums. The state control of the municipal sector has to be balanced between the need for equality of service...
regardless of location and the interests of local self-government.

Within this consultation process, KS is asked to provide suggestions and comments from municipalities to the Government, in order to create a common understanding of the realities of local governments. Furthermore, municipalities are invited to report back on any challenge or obstacle in implementation. Other objectives of the consultations are i) to achieve a common understanding of tasks which can be realized within given resources thus facilitating improved municipal fiscal management, ii) to limit government control through regulations and earmarking of funds, iii) to increase local freedom in finding solutions leading to more efficient use of resources and stronger local democracy, iv) to set up a more stable and predictable framework for municipalities, v) to achieve better informed designing of national management framework for municipalities and vi) to reach more transparent and consistent calculations which can be verified.

The organization of the Consultation Mechanism

The Consultation Mechanism lays out 4-yearly thematic consultations between the board of KS and the Government. Documentation for these meetings is prepared by a permanent secretariat hosted by the Ministry of Local Government and Modernisation, composed of the Ministry and KS staff. The agenda is determined by a Working Group of the mechanism, which is hosted within the permanent secretariat. A commission, composed of the parties and closely connected to Statistics Norway, reviews budgetary information prior to the meeting. Agendas, documents and statements are public. Thematic consultations are attended by both political and administrative representation from the Ministry of Local Government and Modernisation, and relevant line ministries. KS is represented in these 4-yearly consultations by Executive Board representatives supported by staff.

Additional consultation

Less formalized consultation is also possible on a case-by-case basis, when KS attends parliamentary hearings or accepts appointment to government commissions. Furthermore, KS regularly meets with party groups in parliament.

For more information, please contact KS at ks@ks.no

“Mutual trust is an essential prerequisite for such a consultation mechanism to work”
- Quote by Mr. Bjørn Rongevær, Senior Advisor, KS
Local government context in Norway

Population: 5.23 million
Tiers of government: state, county councils (19), municipalities (428)
Ministry responsible for local government issues: Ministry of Local Government and Modernization
Local Government code: Local Government Act (1992)
Elections: Municipal and county councils are elected for 4-year periods

Legislation on decentralization and local government in Norway

The Norwegian Constitution was written in 1814; a specific Local Government Act followed in 1837. This ‘Alderman Act of 1837’ first defined local authorities’ rights and responsibilities.

Norway is a unitary state with a two tier-system of local government: the municipalities and county councils. The municipalities and the county authorities have the same administrative status.

The most recent Local Government Act (1992) establishes:

- Municipal and County Council planning duty
- Municipal and County Council bodies
- Inter Municipal Cooperation
- Host municipality
- Joint operation
- Municipal and County Council procedures
- Citizens participation
- Rights and duties of elected officials
- Budgets, accounts and reports
- Contracting debt
- Assessment of legality and government approval of municipal financial obligations
- Government supervision of Municipality and County Council
- Internal control and audit
- Gender balance in boards of public companies with more than two thirds municipal or county council stake

Distribution of responsibilities between municipalities and counties

Counties are responsible for upper secondary education, regional development, public transport, environment, culture and dental care. Municipal competences’ include child welfare, preschool, primary and lower secondary education, health care, social services, culture, utilities and local planning. The city of Oslo has the status of both municipality and county council, thus enjoying local and regional competences as listed above.

Local Government Association

Name: Norwegian Association of Local and Regional Authorities (only LGA in Norway)
Members: all 428 municipalities and 19 counties are members (voluntarily)
Headquarters of LGA: Oslo (and 6 regional offices and representation in all counties), Norway
Number of staff: 240 (some 170 in headquarters with remaining staff in regional offices and counties)
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### Annex: List of responses to the survey

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<th>Country</th>
<th>Local Government Association</th>
<th>Contact Person</th>
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<tr>
<td>Burundi</td>
<td>Association of Local Authorities of Burundi</td>
<td>Mr. Jean Baptiste Kirimwinzigo - Executive Director</td>
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<td>Cameroon</td>
<td>Unified Towns and Cities of Cameroon</td>
<td>Mr. Etoundie Essomba Many Ludovic - Executive Secretary</td>
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<td>Ethiopia</td>
<td>Ethiopian Cities Association</td>
<td>Mr. Sissay Dejene - Director of the Secretariat</td>
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<td>Guinea</td>
<td>National Association of Towns of Guinea</td>
<td>Mr. Mamadou Drame - President</td>
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<td>Guinea-Bissau</td>
<td>Installing Commission of the Association of Local Autarchies of Guinea-Bissau</td>
<td>Mr. Júlio Injucam - Secretary General</td>
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<td>Mali</td>
<td>Association of Municipalities of Mali</td>
<td>Mr. Boubacar Alpha Bah - President</td>
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<td>Mr. Yves Bernard Ningabire - Director General</td>
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<td>Senegal</td>
<td>Union of the Association of Local Authorities</td>
<td>Mr. Abdou Khadre Ndiaye - Secretary General</td>
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<td>South Africa</td>
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<td>Mr. Reuben Baatjies - Strategic Advisor</td>
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<td>Swaziland</td>
<td>Municipia Council of Mbabane</td>
<td>Mr. Gideon Mhlongo - CEO</td>
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<td>Tanzania</td>
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<td>Mr. Habraham Shamumoyo - Secretary General</td>
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<td>Togo</td>
<td>Union of the Communes of Togo</td>
<td>Mr. Kassège Adjonou - President</td>
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<td>Uganda</td>
<td>Urban Authorities Association of Uganda</td>
<td>Mrs. Kaswarra Darlington - Secretary General</td>
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<td>Cambodia</td>
<td>National League of Local Councils of the Kingdom of Cambodia</td>
<td>Mr. Pok Sokundara - Secretary General</td>
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<td>National Association of Village Development Committees of Nepal</td>
<td>Mr. Parshuram Upadhyay - Executive Director</td>
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<td>Nepal</td>
<td>Association of District Development Committees of Nepal</td>
<td>Mr. Shesh Raman Neupane - Executive Secretary General</td>
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<td>Pakistan</td>
<td>Local Councils Association of the Punjab</td>
<td>Mr. Anwar Hussain - Director General</td>
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<td>Philippines</td>
<td>League of Cities of the Philippines</td>
<td>Mrs. Ma Veronica C. Hitosis - Deputy Executive Director</td>
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<td>Sri Lanka</td>
<td>Federation of Sri Lankan Local Government Authorities</td>
<td>Ms. Hemanthi Gunasekera - National Coordinator/CEO</td>
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<td>Mr. Cemal Bas - Economist</td>
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<td>Mrs. Šárka Řechková - External Relations Officer</td>
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<td>Mr. Maris Pukis -Senior Advisor</td>
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<td>Association of Netherlands Municipalities (VNG)</td>
<td>Ms. Renske Steenbergen - Senior Project Manager</td>
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<td>Norway</td>
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<td>Mr. Tomasz Potkanski - Deputy Executive Director</td>
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<td>Brazil</td>
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<td>Mr. Eduardo Tadeu Pereira - President</td>
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Annex: Acronyms

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<th>Acronym</th>
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<td>ASEAN</td>
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<td>Law Establishing the Municipal Economic and Social Development Fund (El Salvador)</td>
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