REGIONAL STRATEGIC MEETINGS 2018
(RSM 2018)

UCLG – AFRICA
EASTERN AFRICA REGIONAL STRATEGIC MEETING
08 – 11 APRIL 2018

Hosted by

United Cities and Local Governments – Africa with the support of the European Commission
Group photo of the participants during the UCLG-AFRICA regional strategic meeting held at the Intercontinental Hotel, Nairobi Kenya
EXECUTIVE SUMMARY
The United Cities and Local Governments – Africa (UCLG - Africa) is the umbrella organization for African local governments. The organization maintains regular engagement with its membership with a view to strengthen Counties, Regional and local governments. UCLG – Africa convenes annual regional strategic meetings which provide a platform to engage the key representatives of the various institutions and collaboratively plan the implementation of relevant activities designed to support the achievement of strategic goals. The regional strategic meeting has representation of the presidents/chairpersons of National Associations of Local Authorities (NALAs); the vice-presidents of the Network of Local Elected Women (REFELEA); and the Permanent Secretaries of the NALAs. These leaders represent the key institutions for sub-national and local governance in the Country.

The first day of the seminar aimed at establishing the status of decentralization in the various countries and the key challenges that each association is experiencing. The purpose for this was intended to share experiences and exchange ideas on the way forward. The main global and African development agendas were also presented and discussed. Sub national governments were encouraged to strengthen their voice as reliable partners in service delivery and contributors to the achievement of global and African development agendas. They were further advised to acquaint themselves with the agendas that required ratification in order to comply with the requirements of the African Union and to actively pursue the necessary processes.

The second day was geared towards engaging members on the specific programmes conducted by the UCLG-AFRICAfrica and the promotion and organization of constructive dialogue with the national government and development partners. The key issues discussed during these sessions included: the strategies to be employed in engagement with national/central governments and international partners; transparency and accountability in governance, and peer reviewing as a tool to enhance capacity development and strengthening of sub-national governments. During 2018, at least one peer review would be conducted in each of the five African regions with a view to ascertaining the prevailing situation in order to address the key challenges and strengthen sub-national governments. The meeting discussed various initiatives on capacity development conducted by the Africa Local Government Academy (ALGA) including relevant professional qualifications for sub national governments personnel.
The leaders of sub national governments were also advised to institutionalize engagements with the central/national government on policy and implementation of the decentralization policy. This could be done through several means including organizing a LG day addressing the state of decentralization where the central government will be put to task as to why the decentralization agenda has not been implemented.

The leadership of UCLG-AFRICA also addressed the organisation of the AFRICITIES scheduled to take place later in the year emphasising the need to promote participation and preparedness for the various sessions and partner engagements that will take place during the Summit.

**PURPOSE AND OBJECTIVES**

The main purpose of the Regional Strategic Meetings (RSM) include:

- To inform the UCLG-AFRICA on the state of decentralization in the respective regions, the urgencies to be addressed on the decentralization agenda; and
- To deliberate on the priority actions required so as to ensure local authorities become more reliable partners for the national governments, the regional economic communities, the development partners, and other interested stakeholders with regard to the definition, implementation, monitoring and evaluation of the development and cooperation agendas in their respective regions. The specific objectives of the regional strategic meeting included:
  - To update the UCLG-AFRICA database profiles of local governments;
  - To reinforce the diverse service provisions responsibilities of the national association to its members
  - To be informed on the state of decentralization in each of the countries of the region: the extent of devolution of functions and means to the sub-national level, including budgetary devolution;

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To share challenges of the decentralization agenda and actions being taken or required to optimize the sub-national level as a sphere of governance;

To share options and develop strategies to improve decentralization policies in order to realize the goal of subnational governments as spheres of governance;

To assess the nature and extent of engagement between national associations and national governments and development partners in their respective Countries;

To assess the Country status on the implementation of African and global agenda;

To assess the extent of engagement between local governments as represented by their national associations and Regional Economic Communities (RECs);

To inform participants on the current projects and programmes of the UCLG – Africa and the UCLG World Secretariat;

To inform participants and share ideas to formulate strategies on the implementation of global and continental development agendas with impact on sub-national governments;

To contribute to the preparations for the Africities 2018 Summit; and

To prepare for the Elective General Assembly to be held on 7th December 2018 in Marrakech, Kingdom of Morocco.
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<td>Arid and Semi-Arid Lands</td>
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<td>AU</td>
<td>African Union</td>
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<td>ALGAK</td>
<td>Association of Local Government Authorities of Kenya</td>
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<td>Amb.</td>
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<td>CAS</td>
<td>Chief Administrative Secretary</td>
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<td>Council of Governors</td>
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<td>International Monetary Fund</td>
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<td>LLGAs</td>
<td>Lower Local Government Authorities</td>
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<td>Member of County Assembly</td>
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<td>Member of National Assembly</td>
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<td>Network for Locally Elected Women of Africa</td>
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<td>United Cities Local Governments Africa</td>
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DAYS ONE PRESENTATIONS AND DISCUSSIONS

Monday, 9th April, 2018

SESSION 1: INTRODUCTIONS AND OFFICIAL OPENING

1.0 Introduction
The meeting commenced at around 9:50 a.m. with an opening prayer from Professor Johnson Bade Falade and thereafter Dr. Juma Nyende – Director, East African Region made a quick round of introductions of the members present. He also noted that some countries were not represented in the regional strategic meeting. These included; South Sudan, Somalia and Eritrea. He expressed his gratitude to the host County for hosting the event and welcomed Mayor David Andre who was the session chair.

1.1 Remarks by Mayor, David Andre - the East Africa Regional Vice-President (Session Chair)
The vice president stated that he has been in office since last year. He also expressed his gratitude to be in the meeting and pointed out that the main aim of the Regional Strategic Meeting (RSM) is to discuss the pertinent issues and prepare a way forward for UCLG – Africa. He also noted that the meeting will be used as a platform to discuss the pertinent issues which will lead up to the upcoming projects and meetings which will culminate to AFRICITIES summit, 2018 and the General Assembly.

He gave the apologies conveyed by the Governor of Nairobi H.E Mike Mbuvi Sonko who was not able to attend due to other official engagements.
1.2 Remarks by H.E Josphat Nanok, Chairperson, Council of Governors

The Chairperson, Council of Governors (CoG) started by welcoming all the participants to Kenya. He stated that it was a great honor to host this year’s Regional Strategic Meeting. He noted that many African Countries have put in place the decentralized system of Governance. He further explained the governance structure in Kenya and the constitution of the CoG. The Governor highlighted that the decentralized system is a perfect strategy to spur growth and development. He went on to state that a strong enabling environment, decentralization has the capacity to spur huge economic and social dividends that will lead all African countries into first world Nations.

Some of the key challenges in implementing devolution cited included; funding and capacity building. Nonetheless, he emphasized that to overcome the obstacles facing decentralization, bodies such as UCLG-AFRICA are instrumental for advocacy, capacity building, best practice sharing and peer review. The chairperson concluded by stating that the CoG looks forward to being a part of the African cooperation. He also urged members to remain committed to the course and share information that will strengthen devolved units in Africa.

1.3 Remarks on the Regional Strategic Meetings: Jean Pierre Elong Mbassi: Secretary General (SG) UCLG-AFRICA

The SG was grateful to H.E Josphat Nanok and Amb. Hussein Dado for participating in the official opening of the Regional Strategic Meeting (RSM). He highlighted that the UCLG-AFRICA was established in the year 2005 and has its headquarters in Rabat, Morocco. He stated that previously, there were three organizations organized based on the native language of the previous colonial masters.

It was during the first AFRICITIES which brought together all LGs in Africa in the year 1998 that the countries realized the disadvantages of organizations based on their colonial languages. This sparked the journey of uniting the different organizations into one. It was noted that this process culminated in a decision to unite the three organisations into one during the 3rd AFRICITIES in Nyaounde, Cameroon. This was successfully done through negotiation between the 3 organizations.

Mr. Mbassi emphasized the fact that Kenya played a key role in unifying the organization as there were many forces behind the curtains trying to divide the organization. Through the Chairperson of the defunct Association of Local Governments Authorities in Kenya (ALGAK) Mr. Taraiya Ole Kores who articulated on the importance of remaining a unified organization
whereas there appeared to be divisions between English speaking versus French and Portuguese speaking nations. It is because of him that a consensus was reached for the unity of the organization was upheld.

The speaker highlighted on AFRICITIES which he introduced as a flagship event that brings together over 5,000 people every three years to celebrate sub national governance and share experiences of decentralization. He noted that the 6th edition of the Summit was held in Nairobi, Kenya in 2006. The event draws participants from a wide spectrum of development stakeholders including national governments, international partners, civil society and the private sector. He further informed the meeting that the upcoming Summit would be held on 20th to 24th November, 2018 in Marrakech, Morocco and that all are invited. He was thankful to the Government of Kenya through the chairman of the CoG for confirming attendance to the same.

1.4 Official Opening: Amb. Hussein Dado on behalf of Hon. Eugene Wamalwa, Cabinet Secretary Ministry of Devolution and ASALs

Hon. Hussein Chief Administrative Secretary Ministry of Devolution and ASALs took the opportunity to welcome the participants to Kenya. He noted that in 2010, Kenya ushered in a decentralized system of governance which comprises of a National Government and 47 County Governments. He however noted that whereas County Governments have tried to decentralize their services further, there have been some constraints with respect to budgetary allocations and administrative processes which have continued to slow down the process. Other challenges that he cited included the prolonged electioneering period in 2017 which greatly affected the flow of funds to the Counties, the raging drought experienced in the region also paused a challenge to the economy.

Despite the challenges, he noted that as a representative of the National Government, the intention is to work with the County Governments hand in hand to ensure that they are able to carry out their mandate. He also noted that health, a devolved function of the County Governments has been taken up by H.E the President as part of his big 4 Agenda for delivery of services to the citizenry.

Among the positive attributes of devolution he noted that for the first time Kenya is experiencing Urban to Rural migration where quite a number of people are moving to the County headquarters to look for employment and business opportunities. He concluded by noting that Kenya is committed to learning from others and engaging in meaningful collaborations that will ultimately spur growth within the borders.
SESSION 2: UCLG – AFRICA NETWORK IN THE REGION
Session Chair: S.G Jean Pierre Elong Mbassi

2.0 Status of National Associations in the Region
  2.1.1 State of decentralization in the country and the key challenges
During this session, the representatives of each member state was requested to make a presentation on the state of decentralization in their respective countries citing key achievements and challenges experienced. The session had a total of 10 presenters from the region.

2.1 Presentation From Rwanda

It was highlighted that before 1994, Rwanda had a highly centralized system of governance characterized by: sectarianism, disunity, corruption; lack of citizen’s ownership and responsibility; rampant poverty and dependency syndrome. Further, administrative structures at all levels lacked accountability, transparency, empowerment, service delivery, citizen’s ownership and participation; output delivery performance management systems and encouraged the concentration of powers and corruption; Socio-economic spheres at all levels remained in the hands and control of the central government - exposing local population to vicious cycle of poverty.
The present structure of Government in Rwanda was also highlighted where it was stated that Rwanda has two spheres of Government: the central and local government.

Key challenges

The following are some of the key challenges highlighted:

1) Inadequate resources and capacities including finance, logistics and Human Resource;

2) Need for sectoral decentralization to avoid centralization tendencies within individuals and institutions; and

3) Illiteracy at community level

2.2 Presentation from Burundi

The country was represented by the Executive Director of the Local Government Association of Burundi and two other representatives who expressed their gratitude for attending the meeting.

Devolution in Burundi commenced in the year 2005 with reforms in the laws relating to decentralization, common law and the electoral code. It was then followed by organization of elections at local levels and the central level. Councilors were elected in Municipal Councils by the electorate at the village levels.

The Government then set up an inter-ministerial committee to look at decentralization. In 2009 the policy was well defined in a national document of decentralization with 5 components.

Thereafter the transfer of skills was taken care of by a law formulated in 2015 and through this law all jurisdictions were transferred. These include:
The presenter reiterated that there are some positive realizations and achievements that can be attributed to the decentralization of the functions. He pointed out that they prepared a memorandum on the law to try and fill in the gaps with respect to the issues that were not properly addressed. The association also organized for workshops for sensitization to the municipals.

He also mentioned that the government of Burundi has also set up a commission comprising of 14 members for implementation of the policy. The commission is currently working on its internal management setup.
Key Challenges
The following are some of the key challenges highlighted:

- Challenges with respect to delays in transfer of functions
- Delays in the implementation of the policy
- Insufficient resources
- Resistance to change
- Lack of good management
- The law with respect to transfer of functions does not enhance municipalities to disburse money

2.3 Presentation From Ethiopia

Ethiopia’s source of decentralization of power vests in its constitution which was enacted in the year 1995. The country has three tiers of government, the Federal Government, the Regional Government and the District Government.

The presenter noted that decentralization resulted in 9 regional governments and two charter city governments. District Governments are the source of power (more powerful than the other two) in as much as the rest are also powerful. They administer their own budgets and
have equal number of districts. They are further divided into councils which are led by elected officials.

**Key Challenges**

- Capacity building – the different structures of governance are in dire need of capacity building and promotion of best practices to enhance the delivery of services.
- The National Association is a very young association (an association of about 30 cities) and it suffers lack of Human Resource capacity and low membership contributions amongst other challenges.
- The association has not created partnerships, the main partner is the National Government which has since recognized the association.

With regards to peer reviewing, the presenter stated that they are interested to be reviewed and to review other organizations.

Finally he congratulated the newly elected Prime Minister of Ethiopia whom he described as a very energetic and dynamic leader who has a vision in strengthening local governments.
2.4 Presentation From Uganda

It was highlighted that the policy of decentralization in Uganda has its history in the 1960s but has been effectively adopted and used as a system of governance with a major leap in 1992. It was further noted that there are 121 District Local Government Councils headed by a District Chairperson as the highest political unit and 1 City Council Authority headed by the Lord Mayor – Kampala City Council Authority.

**Key Challenges**

Some of the key challenges shared included:

- Increasing tendency to recentralize through adoption of the delegated and deconcentration approaches which are against the constitutional provision for total devolution of power and responsibility to the people.
- Inadequate financing and resources for effective and efficient service delivery to the people.
- Increased Conditional Grants which limits the discretion of Local Governments to exercise their discretion on matters on own priorities and
- Uncoordinated policies and conflicting policy and legislative reform processes.
2.5 Presentation From Djibouti

Djibouti was represented by three representatives. The presenter highlighted that the country has a population of about 2 million people with an area of approximately 20,000 square kilometers. Devolution is relatively new in the country as it commenced in the year 2006. Decentralization is a system that power is exercised by the Government at different levels. The Constitution of Djibouti provides for devolution but for a long time it has not been implemented. Presently the country has two laws that look at devolution.

In the year 1992 the former president formed a committee to focus on decentralization of power and services.

The election held in the year 2016 also significantly aided in the implementation of devolution when the President created a Ministry that was tasked with looking at devolution specifically the administration of tax in the decentralized units and all the laws that address devolution. Djibouti has two laws that cover devolution. The law of 1974 which takes into account regional laws and law 164. The ministry will also address harmonization and promotion of decentralization and the challenges faced therein and capacity building for the decentralized units of governance.

It was further noted that Djibouti has 3 municipalities with 35 municipality councilors and a Mayor for Djibouti town. Presently the country has two registered associations.

The key challenge facing the country is lack of capacity as they are still trying to understand devolution.
2.6 Presentation From Comoros

The Constitution of 2001 which was revised in 2009 institutionalized decentralization in the country. The country has leadership at the National level, island and the local level. Each level has an executive and a legislature.

Decentralization at local level is new as they organized for Municipal election in the year 2015.

The Association of Comoros Mayors support each other in terms of capacity building. However, the Municipalities only got to be given a budgetary line in the year 2017 but they have not been given finances given that the law to establish budgetary allocations has not yet been established. The vision of the Association is to serve Municipalities and help in developing them and therefore made a request for capacity building of the organization.

She further went on to state that there is a pressing need to operationalize the devolution laws as everything is theoretical but yet to be operationalized. The country had a team of peer reviewers from Rwandase Local Governments Association (RALGA) that supported the process to come up with a strategic plan. The country is in the process of finalizing the same and are looking forward to implement the same through the congress of Mayors.

The general objective of the strategic plan is to make Municipal operational. The other objectives of the Strategic Plan include;
Carry out an evaluation of the Municipals
Encourage policy formulation on regional, national and international level
Encourage communication and visibility
Ensure efficiency and credibility of the association

Key Challenges

- Lack of training/capacity building
- Failure to operationalize the decentralization laws

The organization has partnerships with the French and the U.N that seek to strengthen the capacity on education, health and waste management. It also seeks to make the association more visible and own and contribute to the SDG’s agenda and be able to work together with the people to enhance development.

2.7 Presentation From Madagascar

The Madagascar delegation comprised of 4 persons. Presently, the nation has 2 associations and are still trying to unify and create one national association.

The delegation stated that they are mainly interested to share ideas and acquire skills and experiences from other countries. The country is in need of capacity building, they also need to know what countries have done to establish their associations. In addition, the delegation noted that they are desirous to look at how they can implement the devolution system.
in their county as it has not yet been implemented in Madagascar and they want to apply the system in order to move ahead.

It was highlighted that the state adopted decentralization in the year 2004 but they have not elected any leaders as the representatives of the provinces are nominated by the state. They have created 2 associations to unite Municipalities and look at how the devolution system in Madagascar can be implemented.

The presenter indicated that the nation has serious challenges in terms of development as the grant relating to Municipalities is very small and not enough. Finally, the presenter emphasized on the need to help each other in order to realize development in the respective countries.

### 2.8 Presentation From Tanzania

It was noted that the decentralization process in Tanzania started between 1972 and 1982. In 1983, the LG system was reintroduced. It was highlighted that the Policy paper on Local Government Reform 1998-D-by-D (also referred to as Policy for Decentralisation by Devolution) Policy is currently under review. It was pointed out that all Local Government Authorities (LGAs) differ and their own levels of performance differ because of different factors related to D by D, resources, autonomy, participation, culture, climate among other factors.
The presenter further highlighted on the status of the local government level brought about by D by D under the Local Government Reform Programme. He noted that there is political decentralization and local democratic institutions whereby elections are conducted at hamlet, Street, Village, Ward and Council Levels. It was noted that during the elections, local interest and participation of people at the grassroots level as well as equity and representation of marginalized groups is taken into account. As a result, electorates are better informed and there is increased peoples participation in grassroots civic elections.

Some of the achievements as a result of fiscal decentralization include: improved financial management capacity; improved revenue collection; and increased people’s participation in planning and implementation of social economic development initiatives.

**Key challenges**
The following are the key challenges shared;

- Insufficient emphasis on publicizing the reforms at all levels.
- Issuance of Guidelines and Directives from the Central Government that tend to undermine decentralization.
- Decentralization of Human Resources as the capacity to hire by local authorities was taken away in the year 2002.
- Some legislation have not been harmonized to be in line with the policy paper on LG reform 1998 - D by D Policy.
- Weak tax base of own sources of local revenues.
- Lack of a common vision and commitment to a model of decentralization by devolution.
- Lack of consistent policy and legal framework which is D by D compliant.
- Disproportional distribution of financial resources between Central and Local Government.
- Inadequate capacity of LGAs and Lower Local Government Authorities (LLGAs) to effectively implement the Local Government Reforms.
- Inadequate capacity of Central agencies to lead, backstop and oversee the Local Government Reform.
- Ambitious/ unrealistic time horizon to bring about the commitment to the new system and the fundamental changes needed in how government does business.
2.9 Presentation From Seychelles

The presenter noted that Seychelles is a country with an average population of about 93,000 people which is headed by the Mayor of Victoria which is made up of 8 districts. It was further noted that previously, Mayors were nominated by the President but since the parliamentary election at the end of 2016, the political landscape has changed and the Mayor is now elected by members of the National Assembly.

As far as decentralization is concerned, the presenter noted that since the country is relatively small, they work on a model which suits their purpose as the rationale of decentralization is to bring services to the local population. In view of the size of the Country, they cannot decentralize every village.

The presenter further noted that sometime last year 2 experts held a workshop in Seychelles with Members of the National Assembly (MNA), the district administrators, Minister of Local government and other stakeholders to find a model that suits the situation in Seychelles which is progressing very well.

It was highlighted that the country will soon have regional elections to elect people to represent the LGs. It was further highlighted that the country has embarked on various projects to decentralize certain aspects such as waste management and health. He reported that a lot of achievements have been realized through the help and support of UCLG-Africa and other supporters. He concluded by noting that he hopes that Seychelles will be an
example in the region and share experiences and also use the opportunity to learn from other countries to see how best the country can move forward.

2.9.0 Devolution in Kenya and the role of CoG: Chief Executive Officer (CEO), CoG

The CEO, CoG reported that Kenya adopted a devolved system of governance, with two levels of government – the National Government and County Governments. The CEO further noted that the Parliamentary system is bicameral with two houses - the Senate which protects the interests of Counties and the National Assembly.

It was further noted that the Constitution of Kenya established forty-seven (47) Counties whereby each County is headed by an elected Governor. It was highlighted that all the 47 Counties are established and functional and that all County functions have been transferred to the County Governments.

The CEO concluded by noting that Kenya is keen on hosting AFRICITIES in 2021 and that the CoG welcomes peer review amongst the UCLG - Africa fraternity.

Key challenges
The following are some of the challenges shared:

- Under-funding for the County Governments.
- Anti-devolution legislation and policy- recentralization of County functions.
- Inadequate capacity building.
- Restructuring of State Corporations and Agencies and Parastatals is incomplete therefore some County functions are still being performed by the National Government.
- Political goodwill which is sometimes in short supply and
- Sometimes citizens are still grappling with understanding devolution.

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2.9.1 Presentation by the former Mayor of Nairobi: Nathan Kahara

The presenter began the session by noting that he served as the Mayor of Nairobi several years ago and also served as chairman of the Association of Local Governments Authorities and Vice-president of International Union of Local Authorities. He further noted that he currently serves as President of Former Mayors International whose main aim is to offer guidance and support to current Mayors and Governors.

He noted that during his reign at the helm of Nairobi City County, his focus was to plant trees which led to the city being re-named, ‘the green city in the sun’. He therefore emphasized that the various organizations should have a focus and that there is need to upgrade slums, plan villages, and generally have an organized development like countries such as Singapore and Malaysia. He concluded by noting that organizations should utilize the influence and facilities available in order to develop well planned cities.
2.9.2 Presentation by Jean Pierre

The presenter began the session by emphasizing the key role of LGs and the association in the rebuilding of Africa. He stated that he is deeply convinced that Africa will be rebuilt from its territories and that the leadership of local governments is key for building Africa. To achieve this, he noted that people should change the mindset and become real stakeholders that people can rely on. He further noted that people are counting on the association of LGs to build the new mindset.

The presenter noted that if the Chairperson, the Secretary of the association and REFELA can embrace the new mindset, the continent is bound to progress. He noted that the association of LGs is key in helping organizations move forward as organizations are critical in the transformation of the respective Countries and the Continent at large. He therefore urged participants to take the seminar seriously. He underscored that it is only through frankness that organizations can build something sustainable. He called on leaders to stop complaining but apply their minds to development. Local government associations could significantly contribute to the development of Africa through their support for governance at the grassroots. He concluded the session by reminding participants of former president of Mozambique, Joachim Chissano’s dream and of having a united African continent.

SESSION 3 THE ROLE OF UCLG – AFRICA NETWORK
3.1 Towards Improved Service Delivery by National Associations: Charles K. Patsika

Mr. Patsika began his presentation by emphasizing on the need to be focused in defining what members wanted the continent of Africa to look like.
3.1.0 Reasons for establishing an association
The presenter highlighted the key fundamental roles of national associations which include:
 To provide a platform for sharing experiences and learning from one another.
 To identify common challenges and finding common solutions for ease of application.
 Negotiating for role assignment, clarification and securing the means for execution.
 Improving capacities and competencies.
 Defending each other from unwarranted attacks. and
 Creation of a single voice for the members in the association.

3.1.1 Traditional roles
On the traditional roles, the presenter noted that there is an upstream role which involves engaging the central government and argue the case for sub-national governments to improve the decentralization environment, budget negotiation, engaging development partners at national, regional and international level.

The presenter further highlighted on the downstream role which entails capacity building for members, engagement of stakeholders, engaging development partners at local level and dissemination of good practices that help sub-national associations improve on their performance.

3.1.2 Strategic Key challenges
The presenter noted that it is important for associations to start thinking strategically with regards to the strategic issues that are affecting various institutions which include:

 The path to decentralization – the presenter noted that countries should not wait for national governments to dictate what will be devolved and how it will be devolved but rather have strategies to pro-actively engage effectively to ensure that LGs benefit truly from the decentralization policies.

 Developing revenue raising strategies – it was noted that this is an issue that associations need to address seriously because without resources, development becomes difficult.
Formulation of responses, strategic to global and Africa’s agenda, SDGS, new urban agenda climate change – it was noted that these are fundamental issues that national associations should begin to shift their thinking to strategize how to tackle the issues.

The presenter placed emphasis on the fact that many development partners recognize that LGs are key and none of the agendas can be achieved without the participation and effective engagement of LGs. He therefore noted that the challenge is how to demonstrate that associations are capable of responding to the agendas and thus it is a key strategic area that ought to be addressed and also invest in pro-active image building to portray the respective positions to the public effectively. He also mentioned that UCLG-Africa is developing a portal which will offer a lot of services to national associations and LGs to put their case across effectively.

It was stated that there are strategic services that national associations should consider which include:

- Research services – need to present factual information and well researched lobbying positions.
- Analysis of government policies in order to develop well informed response strategies.
- Peer review and peer learning for capacity development; and
- System development and benchmarking – associations should support their members to develop their systems and that national associations should play the benchmarking role in order to set high standards.

The presenter concluded the session by highlighting the following services which are equally important and helpful for associations: (i) Providing information services to members; (ii) System development and documentation; (iii) Linking members to various stakeholders; and (iv) advisory and training services.
3.2 The Role of local and regional governments in implementing African and Global Agendas: Professor Johnson Bade Falade

Professor Falade summarized the key Global and Africa Development Agendas that required local governments’ response and implementation at the local level. He presented and explained the key elements of the following development instruments and the briefly elaborated on their implications for local governments:


b. Sustainable Development Goals (SDGs)

c. Charter on Democracy, Elections & Governance

d. Charter on values & principles of Public Administration

e. AU Protocol on Prevention of Corruption

f. AU Gender Policy

g. AU Agenda 2063

h. Toolkit on Monitoring, Reporting and Verifying (MRV)

i. Paris Agenda on Climate Change (PACC)

Professor Falade emphasized the importance for national associations to analyse the impicants of these global and Africa agendas and support their members in their implementation at the local level.

In giving his concluding remarks, the Secretary General highlighted the following:
- National associations should take the lead to analyse global and African Development Agends in order to understand their implications and plan their implementation;
- Such analysis should include an appraisal of SDGs indicators and formulation of strategies to comply with the requirements;
- National associations should work collaboratively with Universities in order to strengthen their research capacity in order to inform their decision-making and lobbying activities; and
- National associations should participate in the activities of the Global Task Force of Local and Regional Governments

3.4 New Urban Agenda: Alioune Badiane Rtd. Director UN Habitat

This session focused on the New Urban Agenda, its importance as a guiding instrument for preparing for the expected growth of the urban population in Africa. The anticipated influx of people from the rural areas into Africa’s urban centres was expected to lead to high demands for the provision of basic urban services such as housing, sanitation, water and other infrastructures. When this situation is juxtaposed with Governments’ reluctance to provide adequate means to local governments, a potentially hazardous situation of urban slums becomes imminent. As the majority of people will live in cities, it was of crucial importance for local governments to adequately prepare for the expected urban population growth.

3.4.1 Most effective implementation strategies for local authorities
Effective social change, requires a strong commitment from both levels of government. The urbanization trend is a daunting issue. For the first time in history, more than half of the
population live in urban areas. 45% of the African population is living in urban areas. 60% of these people live in slums. If one manages their cities well enough, one is assured of millions of investment opportunities. In cities, the majority of people do not like law and order. Urban growth in Africa is often associated with slum growth for example, Egypt, Morocco and Tunisia have been able to try and eradicate slum dwelling. It was reported that Morocco has emerged to be the best of the three.

PLENARY

Question from Rwanda: The representative from Rwanda posed a question expressing a concern on the change from Millennium Development Goals to Sustainable Goals. He emphasized that only the wording was changed and stated that it is not prudent to move on in that manner. He therefore asked for UCLG-Africa’s intervention with the African Union (AU) to set targets for Africa. It was also prudent for the African Union to seriously consider the eligibility of non committed member States.

Response: It was highlighted by one of the representatives from UCLG-Africa noted that there are advantages and disadvantages of expelling member states from the AU in which instance the disadvantages override the advantages as a few generations will have to be locked out from the AU whereas they have nothing to do with the political class. He also stated that there is need for awareness creation to the citizenry and that it would be good for leaders to include the issue in their campaign manifestos so as to keep up with the spirit. It was further noted that other than SDG’s, it is important to know about the climate change agenda as it will be of paramount importance in the coming future. It was therefore concluded that it would be important to initiate a political debate around implementation of SDG’s.

It was also suggested that it is important for member states to translate SDG’s into their own blueprints and put them in their plans. This will help governments to merge SDG’s into what they are already doing.

Comment from Uganda: One of the representatives from Uganda concurred with the fact that citizens are not receptive to laws and gave a suggestion that the leadership should put politics aside when implementing laws and policies.
Comment from Burundi: The representative from Burundi commented on the role of the NALAs with regards to implementation of SDGs. It was stated that Burundi is amongst the countries implementing the SDGs. He stated that he was confident that in order to achieve the goals, it is important to localize them and make room for same in the plans.

The importance of Peer Reviewing to encourage local governments to share experiences and learn from each other was also highlighted. Furthermore, the reluctance to observe the rule of law was a key factor in the failure by African governments to realise policy goals. Participants were encouraged to improve communications in their organisations in order to promote observance of the rule of law. Local governments should desist from working on the basis of flawed facts and seek well informed decision-making. Regarding slums, it was recommended that local governments recognize slum dwellers as part of their citizenry and consult and work with them to address the challenges they encountered.

In his concluding summary, the Secretary General, Jean Pierre Elong Mbassi reiterated the importance for national associations to prepare and support local governments to respond effectively to global and African development agendas. A key task was to prepare for appropriate ways to comply with Sustainable Development Goals indicators. He encouraged national associations to work closely with universities to strengthen their information and factual basis to support lobbying activities.
The presenter began the session by noting that some local governments have higher capacity than others. He pointed out that to measure this, some associations have developed tools for example, database of members, website, decentralized cooperation partnership, newsletter and a radio station amongst other tools.

About 7 associations have initiated debates with the central government, only one has reported that it has not. In terms of engagement with development partners in the last 12 months, 62.5% responded in the affirmative while 37.5% did not have any engagements.
terms of development partners initiating engagements, it was noted that 62.5% have been engaged with the development partners whereas 37.5% did not have any engagements.

About 75% of women organizations stated that they knew about REFELA. Some local authorities are not aware about REFELA because of the following:

- Change in leadership and as such lack of institutional memory.
- National government connection.

He further stated that there’s need to understand the rating of local services with relation to SDGs as the response from the National association about what topics they have from SDGs is worrying.

He further noted that according to the statistics provided, about 90% of local authorities have strategic plans in place whereas 50% of the local authorities stated that they have in place a communication plan.

He stressed that there is a need to fill the online forms provided by the UCLG-AFRICA secretariat as the information will enable the secretariat to know the gaps that need to be addressed.

PLENARY

Comment from Tanzania: The representative from Tanzania noted that they have had an issue with the transitioning governments and renewal of contracts for staff due to some disciplinary issues. It was further noted that the local authorities therein are in dire need of capacity building.

Comment from Uganda: The representative from Uganda stated that there is a myriad of challenges facing the associations which need to be addressed.

Proposals:

- That the secretariat should look at the issue technically and politically to engage the people to rejuvenate their associations.
United Cities and Local Governments – Africa with the support of the European Commission

- That there is need to engage campaign managers to look at the association and a team be formed to conduct peer review/carry out due diligence on the associations
- UCLG-AFRICA to set up a task team to ascertain the authenticity of the data submitted by the local authorities.

Comment from Burundi: The representative from Burundi emphasized on the need to pay particular attention to be able to organize networks for women and important activities for each country.

Proposal:
- That there is a need to analyze at a parallel level what each country is doing to strengthen the association

Comment from Kenya: One of the former leaders of the defunct Association of local Authorities of Kenya who was in attendance pointed out that the National Association was left hanging with the advent of devolution and a revamped County Government structure. The presenter emphasized the need for Intervention as the association has so much to offer for devolution to work. It was further noted that there is need for institutional support.

Other proposals:
- Need to establish a taskforce to ascertain the authenticity of data submitted by the various local authorities and conduct peer review.

Feedback from the Secretary General: Jean Pierre Elong Mbassi
Having assessed some responses from national associations, it was clear that some of the data was ‘fake’. He stressed the need for the people to tell the truth about the Associations. It was also essential for the association to have a correct record of its membership and to know exactly who are paid members of the Associations. He emphasized that parties need to be more serious while building their Associations and that the issue of capacity should be addressed with frankness.
National associations should institutionalise dialogue with national governments rather than respond to issues in an ad hoc manner. The Secretary General gave the example of Burkina Faso where a clear Memorandum of Understanding establishes dialogue mechanism. He encouraged national associations to invite ministers of various relevant sector ministries to
respond to challenges encountered by local governments on matters falling within their national mandates.

The Local Government Day should be used to engage stakeholders and highlight the concerns of local governments.

On the issue of Climate Change, national associations were encouraged to support their members to access Green Climate Finance.

On the issue of women participation in local governance, each national association was encouraged to set up a network of local elected women in local governance.

He encouraged members to build capacities of others and stressed that there is a need within this network to help strengthen the associations. He also noted that as the SG he cannot implement anything without the executive committee of the UCLG-AFRICAfrica and similarly the executive committees of national associations should take charge of the activities of their Secretariats.

SESSION 5: LEADERS IN LOCAL GOVERNMENT FOR TRANSPARENCY AND INTEGRITY IN SERVICE DELIVERY IN AFRICA: Charles Patsika (Director – Membership Development, Networks Coordination and External Relations)

The presenter stated that the UCLG-AFRICAfrica and Transparency International had entered into a Memorandum of Agreement to collaborate in addressing issues concerning corruption in sub-national governance. The partnership had supported pilot projects on transparency and integrity in Kabarole District Local Government and Walvis Bay Municipality in Namibia. Field assessment had been completed in Kabarole. The findings will assist the council to develop corrective measures to improve transparency and curb corruption. He also emphasized the need for advocacy for anti-corruption reforms in sub-national governance institutions. He noted that it is important to adopt transparent and corruption free practices to achieve a citizen responsive local governance. Under the partnership with Transparency International, the following goals had been set:
Awareness raising on the scourge of corruption in Africa and its impact on sub-national governance institutions;

- The development of systems and benchmarks to support local governments curb corruption and enhance transparency and integrity;

- Promotion of the adoption of transparent and corruption-free practices by the political leadership of sub-national governance institutions through competition for excellence awards, peer reviewing, and other forms of capacity development; and

- The promotion of citizen responsive local governance continually seeking to improve on transparency, integrity and accountability in an inclusive participatory governance environment.

5.1 Transparency and Integrity: Towards a UCLG-AFRICA Transparency Index: Chantal Uwimana

The presenter noted that traditionally, focus has been on supporting national governments, civil society organisations, and community based organisations. In order to ensure transparency, the presenter emphasized that organisations should:

- Develop effective, accountable and transparent institutions at all levels
- Ensure responsive, inclusive, participatory and representative decision-making at all levels

The presenter further noted that all SDGs have targets directly related to the management of LGs. She noted that the key pillars of governance include:

- Transparency;
- Participation; and
- Integrity.
These three, she highlighted will lead to accountability which will in turn result to improved governance/ reduced levels of corruption.

5.1.1 Transparency and its implications
She pointed out that greater levels of transparency and its proper measurement contribute to the enhancement of government accountability to its citizens and are determinant to improve the quality of governance.

5.1.2 State of Transparency & Integrity in Africa
It was noted that the Kenya City Integrity Report is a bottom-up scorecard of transparency, anti-corruption and accountability efforts in Kenya’s three largest cities – Kisumu, Mombasa and Nairobi. It was highlighted that it is an initiative of Global Integrity and the Kenya Association of Manufacturers (KAM) and that it examines issues such as information transparency, elections at the city level (including political financing), conflicts of interest issues in the executive as well as local legislatures, fiscal and budgetary management, and public administration and business regulation.

She noted that the Municipal Transparency Index (MTI) has been developed in Portugal and is based on information available on local government official websites. She further mentioned that the structure of the index was developed through a participatory approach.

5.2 UCLG-AFRICA Pan African Peer Review Programme: Charles Patsika (Director – Membership Development, Networks Coordination and External Relations)
Charles Patsika explained the UCLG-AFRICAfrica Pan African Peer Review Programme as a tool for capacity development in sub-national governance. He explained that the peer review programme goals are amongst others, to promote cooperation, learning and organizational improvement of sub-national governments through practitioners learning from each other’s experiences and working together nationally and internationally to strengthen local government.

It was further noted that the focus for the peer review dimension include:
- Achievements of the organization which focuses on the council’s achievements and how it has improved the area and delivered the outcomes that local people need.
Leadership and Management which looks at the council’s ambition for the area, whether the council focuses its resources on what matters, and the effectiveness of leadership and management.

Engaging with customers, communities and partners by looking at how the council engages with customers, communities and partners to ensure that services are customer focused and

Resource and Performance Management which focuses at how the council is making the best use of its resources, including people, money, technology and assets.

The UCLG-AFRICAfrica conducted its first post-pilot Peer Reviewers training course in November 2017. The training drew participants from all five regions of Africa and equipped the regional teams with peer reviewing skills. During 2018, each region will conduct one peer review. The Peer Review Tool is expected to contribute to organizational learning and change and will eventually be widely used by UCLG-AFRICAfrica Regions.

PLENARY
Question from Uganda: Does UCLG-AFRICAfrica have follow-up for improvement on areas of weakness after the peer review and ascertain whether the local governments have improved after the peer review.

Response: Following a peer review, there has to be an organizational structure for improvement.

5.3 Building Brand Visibility In Local Africa: Em Ekong (Director of Communications - UCLG-AFRICAfrica) & Jewel Adjei (Consultant)

The UCLG-AFRICAfrica Director of Communications, Ms Em Elong, explained the UCLG-AFRICAfrica’s initiatives on strengthening communications in National Associations in support of their members. The presentation covered the following areas:

- Brand development,
- Strategic communications
- Web design
- Interactive and mobile responsive websites and Apps.
The presenter also exhibited a demo on the UCLG-AFRICA and the benefits of joining the organisation. The UCLG-AFRICA had developed several types of websites that it was offering to national associations. Jewel Adjei presented the following categories of websites that were on offer at the price indicated:

- Bronze Euro 250
- Silver Euro 7,500
- Gold Euro 10,000
- Platinum Euro 15,000

The various categories of websites listed herein above have different specifications depending on the user needs. The presenter also highlighted the comparative advantages of having a website which include: One point of contact; A single platform that informs, notifies and supports citizens; Skills development; Cost education; Search; Standardization; and Social integration.

The presenter highlighted that UCLG-AFRICA presents the opportunity to be part of an integrated technology platform that boosts over 6,000 – 10,000 visitors per day. Members were therefore encouraged to develop a website.

PLENARY

**Question from Uganda:** Where you have piloted the website, have you had discrepancy in literacy?

**Comment from Rwanda:** The representative from Rwanda stated that they have developed a tap and pay system where citizens can pay for physical planning online which is a good platform but suffers a setback due to low levels of computer literacy.

**Response:** In response thereto local authorities were highly advised to invest in a translation tool where there is a website.
5.4 Presentation Of The African Local Governments Academy (ALGA) of UCLG-AFRICA: Dr Najat Zarouk

The origin of ALGA was stated to be a Moroccan initiative for an African Vision and the Resolution was adopted as part of the outputs of the AFRICITES Summit held in Marrakech in 2009.

Dr Zarouk further highlighted on the challenging context for decentralization, Local Governance & Local Development in Africa which include among others: Peace & Stability, Democracy, State of Law, Good Governance, Political Will, Transfer of Powers Responsibilities, Competencies, Transfer & Access to Resources.

The presenter also highlighted on the relevant themes and issues to Empower its Members and Networks and these include:

- Preparation of a Diploma training.
- Organization of Continuing Training through localizing SDGs, Participatory Budgeting, Territorial Coaching, Territorial Leadership, Decentralized Cooperation, Local Finances and Budget Sensitive to gender, Life Beyond Tourism, and Human Resource Management (HRM).
- Knowledge sharing, Best practices and Benchmarking.
- Access to and dissemination of information and documentation and
- Making the most of Partnerships and Cooperation.

PLENARY

Question from Uganda: How has the organization been able to achieve so much within such a short period after inception and what are the sources of funding.
Response from the presenter: The organization has two sources of funding: The Moroccan Government and an Operating grant from the European Commission. She further noted that the organization has been able to achieve a lot because they believe in their mandate and they receive support from the community at large.

5.5 Eastern Africa Regional Office Programmes: Dr Juma Menhya Nyende
Dr Nyende explained that the East Africa Regional Office (EARO) was set up in Arusha, Tanzania as a coordination centre for Eastern African activities. The office has provided an interface and lobbied concerned individuals through visits and distribution of the charter. It has amongst others been able to achieve the following:

- Coordinated support to the decentralization process in Burundi
- Mobilized members to participate in climate change competition
- Mobilized members to participate in different networks

Some of the planned activities as highlighted by the presenter include: Support development of NALAs; Contribute to political dialogue; and support to interaction with development partners.

The session was concluded by the presenter highlighting the criteria for evaluating Counties which include:

- Constitutional framework
- Legislative framework
- Local democracy
- Financial transfers from the central government
- Local Government Own revenue
- Transparency
- Citizen participation
- Local government performance
- Climate change – whether the institution provides for Counties to implement agenda on climate
5.6 Presentation on REFELA

5.6.0 Brief background on REFELA

The presenter noted that the Network for Locally Elected Women of Africa (REFELA) represents Locally Elected Women of Africa within the global Women Commission of United Cities and Local Government (UCLG-Women). The Network was formed in 2011 following a resolution that was passed during the first forum for locally elected women of Africa which was held in Morocco.

It was highlighted that a lot of countries are yet to create a position for this National Women Association in their structures. As a prerequisite for joining one has to be elected. Locally elected women in municipalities play the same role as those who have been appointed. The presenter highlighted that she travelled to Tanzania and Rwanda and the communication was the same – the need to strengthen capacity. She also noted that Rwanda is establishing although yet to come up with the law on the same. She called upon the rest of the membership to set up networks.

5.6.1 Key objectives of the network

Some of the key objectives of the network include:

- To provide a networking system for locally elected women with a view to promote and facilitate the exchange of ideas and experiences;
- To provide a platform for Africa's locally elected women to voice their concerns in elected bodies; and
- To represent the experiences of all women through UCLG Africa and the women’s commission of UCLG.
In conclusion, the presenter stated that to be able to prosper women should be supported. She urged members to put in place a gender unit to support women initiatives. She appealed to each of the 14 countries to have a network and strategies in place. As the East African representative, she noted that she will assist other countries to set up the network.

PLENARY

Comment from Uganda: In Uganda most women are not aware about these leaders. It was further noted that Uganda is set to launch a Women’s Platform of the Uganda Local Governments Associations and needed more support.

Proposal

✓ That there should be lobbying of other women in other countries for support.

Comment from Burundi: It was noted that they need to understand the structure of the association. He requested the association to try and organize reports in order to ascertain the status.

Response: The SG of UCLG-AFRICA stated that the expectations are similar to the concerns raised. LGs speak at the Pan African level. They ought to strengthen themselves, hold meetings and come up with progress reports.

He further noted that UCLG-AFRICA is about the member states and that is the reason why they listen to the membership. The countries come up with the rules and UCLG-AFRICA secretariat is just a custodian for the members. He concluded by noting that every three years, the member states come up with rules and members should wait for 3 years in order to change the rules.

SESSION 6: PRESENTATION ON AFRICITIES 2018: Jean Pierre Elong Mbassi (Secretary General, UCLG-AFRICA)

The presenter noted that the 8th edition of the AFRICITIES Summit will be held from 8th to 12th December 2018 (Later changed to 20-24 November 2018) in Marrakech, Morocco. He noted that the Summit was a successful initiative of the UCLG-AFRICA providing city diplomacy and a human face of international relations. The Summit provides a platform for diverse views from different stakeholders that have interest in sub-national and LGs who are pooled
together to hold discussions and generate new ideas for the advancement of LGs in the continent.

The UCLG-AFRICAfrica Elective organs will also be renewed during the Summit. He urged the Region to start preparing for the Elective Statutory organs to ensure readiness by the time of the Africities. With regard nomination for the position of president of the UCLG-AFRICAfrica, the participants were reminded that the proposed candidate must have the support of at least six members of the region. It was also pointed out that North Africa region could not context as it hosted the organisation’s headquarters.

An outline of the architecture of the Summit programme was presented and members were advised to regularly consult the UCLG-AFRICAfrica website for updates.

The Region was invited to identify mayors that could assist in the organization of Africities.

It was underlined that the launch for the preparations for the AFRICITIES will take place on 15th May 2018 in Rabat, Morocco. For press briefing and interviews, members were advised to come with one journalist who will be involved in the preparation of the event. The expected number of guest would be between 6,000 to 7,000 people. The registration fees is capped at Euros 350 and Euros 500 for late payment.

PLENARY

Question from Abijan: How well do we handle countries with 2 associations.

Response: UCLG-AFRICAfrica encourages people to get united, however, at AFRICITIES Countries are allowed to have 2 associations although they are not allowed to contest for any positions.

This session was closed by the Vice-president with an anthem composed for UCLG-AFRICAfrica.

Brief presentation by Joe Ageyo

Joe Ageyo welcomed the delegates to Kenya and gave a background of AFRICITIES. He also mentioned the achievements of Nathan Kahara. He welcomed the delegation to take some time off and visit the Nairobi National Park – (the only park in the world within a city). He thereafter thanked the SG for the invitation.
6.1 Overall Recommendations
The following were the overall recommendations made at the close of the two day RSM:

- Engaging the National Government; the leaders of the LG should institutionalize discussions with the National Government.
- Organizing Annual General Meetings to interact with the president – LGs were encouraged to table to the government issues, memorandums about their concern about the implementation of the decentralization policy.
- Organize LG day to all stakeholders and in particular, the central government giving the state of decentralization and enquire as to why the decentralization policy is not being implemented.
- Creation of the High Council of Local Authorities: to look at the implementation of the agenda and
- LGs to acquaint themselves with the agendas that required to be ratified by the central government and have a strategy on how they will be implemented in the sub-national governments.
H.E. Prof. Paul Chepkwony, governor for Kericho County expressed his gratitude for the organizers of the RSM to hold it in Nairobi. He stated that the County is the 3rd largest producer of tea in the world and highly encouraged members to visit the County. He also noted that the first international meeting that he attended was organized by UCLG - Africa in Munyonyo, Uganda.

The governor stated that the forum is important for members to evaluate the progress made by LGs in various aspects such as service delivery, capacity building and institutional strengthening. He noted that this will enable members to look at the prevailing status, ascertain what needs to be done and forge the way forward. Although the LGs are domiciled in different parts of the continent the areas of concern are almost similar.

He further stated that in keeping with the democratic principle, LGs are putting up structures that promote a robust citizen participation and also strive to enact laws that foster participation of all groups. It was emphasized that sub-national governments need to invest in data collection and information sharing to enable them plan strategically.
The governor stressed that Africa needs to adopt and implement values of good governance, inclusiveness, equity, sustainable development, rule of law, accountability and social justice. These values apply to all levels of government so as to enable eradicate marginalization and disempowerment in the respective countries. He urged members to foster strategic collaboration within the continent and beyond as well as embrace peer review to enable continuous monitoring and evaluation amongst members of UCLG-AFRICAfrica, this he noted will be a perfect way to examine the progress made and to examine challenges and interrogate strategic interventions that can be adopted to overcome the challenges. The governor welcomed the peer review initiative.

He concluded by stating that the deliberations in the forum will help move Africa to the next phase of development and that the leadership of UCLG-AFRICAfrica should continue to engage the members and partners. The LG academy will be a platform for members to equip themselves and their staff with the relevant skills to manage the decentralized units. Momentum gained in this forum should be sustained.

He reiterated support to UCLG-AFRICAfrica as a member of the CoG and took the opportunity to welcome members to the upcoming devolution conference to be held at Kakamega County, Kenya. He thanked all the participants for attending the meeting and declared it officially closed.
APPENDICES

PROGRAMME
UCLG-AFRICA
EASTERN AFRICA REGIONAL STRATEGIC MEETING

08 – 11 April 2018

Regional Strategic Meeting Programme

Region: Eastern Africa
**United Cities and Local Governments – Africa with the support of the European Commission**

Date of Arrival: 08 April 2018  
Date of Departure: 11 April 2018

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<td>09:00</td>
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<td>□ Welcome – HE Mike Sonko: Governor Nairobi County</td>
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<td>□ Opening Remarks - <strong>His Excellency Josphat Nanok</strong> Chairperson Council of Governors</td>
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<td>10:00</td>
<td>Press Briefing</td>
<td>UCLG Africa Secretary General</td>
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<td>10:00</td>
<td>10:30</td>
<td>Break: Coffee/ Tea</td>
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<tr>
<td></td>
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<td><strong>Session 2: UCLG-AFRICAfrica Network in the Region</strong></td>
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<td><strong>Chair: Jean Pierre Elong Mbassi</strong></td>
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<td>10:30</td>
<td>13:00</td>
<td>Status of National Associations in the Region</td>
<td>Maximum 10-minute presentation by each national association</td>
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<td>☐ State of Decentralisation in the Country &amp; the key challenges</td>
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<td>☐ The National Association – its main programmes and challenges</td>
<td>Round-table Presentation</td>
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<td>☐ Partnerships - Decentralised Cooperation: Presentation of lists of Decentralised Cooperation partnerships for each country and their classifications</td>
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<td>☐ Proposals on Peer Review &amp; Learning</td>
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<td>Being part of the Peer Review Teams</td>
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<td>Host Peer Review and Benefit from Peer Learning</td>
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<td>14:30</td>
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<td>Towards Improved Services Delivery by National Associations</td>
<td>Charles Patsika – UCLGAfrica Director: Membership Development</td>
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<td>Enhancing member services</td>
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<td>16:30</td>
<td>Representing the Members: The Role of local and regional governments in implementing African and Global Agendas</td>
<td>Professor Johnson Bade Falade UCLG-AFRICAfriesa Advisor</td>
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<td>Charter on Values &amp; Principles of Decentralisation, Local Governance &amp; Local Development and the High Council of Local Authorities</td>
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<td>Sustainable Development Goals (SDGs)</td>
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<td>African Union Agenda 2063</td>
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<td>Toolkit on Measuring, Reporting and Verifying (MRV)</td>
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<td>16:30</td>
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<td>New Urban Agenda</td>
<td>Alioune Badiane Rtd. Director United Nations Habitat</td>
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<td>Implications and Strategies for African SubNational Governments</td>
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<td>The risks of Africa slums growth and strategies for mitigating against this.</td>
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Day 2

UCLG – Africa, Eastern Africa Regional Strategic Meeting 08 – 11 April 2018
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<td>Recap of Day One</td>
<td>UCLG-AFRICAfrica Secretariat</td>
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<td>08:45</td>
<td>09:15</td>
<td>Membership Status</td>
<td>Juma Menhya Nyende</td>
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<td>Summary of Findings</td>
<td>Regional Director: Eastern Africa Region</td>
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<td>• Member Declarations</td>
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<td>• National Associations and types in the Region</td>
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<td>• Regional Gender disaggregated data on National Associations membership</td>
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<td>Professional Networks in the Region: FINET, MAGNET, TECHNET</td>
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<td><strong>Session 4: Promoting and Organising Dialogue with National Governments and Partners</strong></td>
<td>Jean Pierre Elong Mbassi</td>
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<td>09:15 09:45</td>
<td>UCLG Africa Secretary General</td>
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<td>• Engaging National Governments</td>
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<td>• Africa Partnership with European Union: Status of Dialogue and Future Perspectives</td>
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<td>Discussion</td>
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<td>09:45 10:15</td>
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<td>Transparency &amp; Integrity: Introduction</td>
<td>Director - Membership Development Charles Patsika</td>
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<td>Transparency &amp; Integrity: Towards UCLG-AFRICAfrica Transparency Index</td>
<td>Chantal Uwimana</td>
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<td>Consultant</td>
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<td>Break: Coffee/ Tea</td>
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| 10:45  | 11:15  | UCLG-AFRICAfrica Pan African Peer Review: The UCLG Africa Programme – The Benchmarks  
Volunteers: Reviewers & Review Hosts | Director - Membership Development  
Charles Patsika                          |
| 11:15  | 11:45  | Capacity Development for Sub-National Governments                           | Africa Local Government Academy  
Najat Zarrouk                            |
| 11:45  | 12:15  | Communications: The UCLG-AFRICAfrica Portal  
UCLG-AFRICAfrica support for national associations communications | Em Ekong  
Director of Communications &  
Jewel Adjei  
IT Consultant, UCLG-AFRICAfrica         |
| 12:15  | 12:45  | Eastern Africa Regional Office Programmes  
- Programmes completed  
- Programmes Planned  
- On-going: Decentralisation Enabling Environment (CEE Rating) | Juma Menhya Nyende  
Director Eastern Africa Regional Office |
| 12:45  | 14:00  | Break: Lunch                                                                |                                          |
| 14:00  | 14:30  | UCLG Global Programmes                                                       | Charles Patsika  
Director - Membership Development       |
Session 6: Africities 2018: Marrakech Morocco

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<td>14:30</td>
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<td>Presentation of Africities 2018</td>
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<td>Official Closure</td>
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PROPOSED DATES AND VENUE FOR REGIONAL STRATEGIC MEETINGS

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<tr>
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<th>Arrival</th>
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<td>1.</td>
<td>East Africa Region</td>
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<td>08-04-2018</td>
<td>9 &amp; 10</td>
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<td>06-05-2018</td>
<td>7 &amp; 8</td>
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ATTENDANCE LISTS
<table>
<thead>
<tr>
<th>No</th>
<th>Name of Participant</th>
<th>Position</th>
<th>Name of Organization</th>
<th>Contact ph</th>
<th>Contact mail</th>
<th>Signatory</th>
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</thead>
<tbody>
<tr>
<td>18</td>
<td>Herman Akuwêbe</td>
<td>Program Co-</td>
<td>UCLG Africa</td>
<td>+255 688</td>
<td><a href="mailto:hermanakuwebe@gmail.com">hermanakuwebe@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Dr. Zarkewus</td>
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<td>+256 21</td>
<td><a href="mailto:zarkewusdr@gmail.com">zarkewusdr@gmail.com</a></td>
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<tr>
<td>20</td>
<td>M. March \ Nkeng</td>
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<td>ABECA</td>
<td>+256 21</td>
<td><a href="mailto:nkengmarch@abe.ca">nkengmarch@abe.ca</a></td>
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<tr>
<td>21</td>
<td>Johnson M.</td>
<td>mdceo</td>
<td>Go maritime ltd</td>
<td>+256 21</td>
<td>johnsonm@go maritime ltd</td>
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<tr>
<td>22</td>
<td>M. Michael Mwera</td>
<td>Nepent</td>
<td>Rnml</td>
<td>0781261340</td>
<td><a href="mailto:mmwerarm@gmail.com">mmwerarm@gmail.com</a></td>
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<tr>
<td>23</td>
<td>L. S. Mwanjila</td>
<td>SG</td>
<td>NAA</td>
<td>0781092307</td>
<td>mwanzila@nza@nza</td>
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<tr>
<td>24</td>
<td>J. A. Mwamba</td>
<td>Director</td>
<td>RALSA</td>
<td>0781285099</td>
<td><a href="mailto:jmwamba@gmail.com">jmwamba@gmail.com</a></td>
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<tr>
<td>25</td>
<td>H. Mwamba</td>
<td>Mayor</td>
<td>KFELA</td>
<td>0781208173</td>
<td>kmwamba@kfela</td>
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<td>TSD</td>
<td>AMG</td>
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<td>Distac</td>
<td>ULGA</td>
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<td>Innocent Ndiru</td>
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<td>RALGA</td>
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<td><a href="mailto:iaminncon@gmail.com">iaminncon@gmail.com</a></td>
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### UCLG – Africa, Eastern Africa Regional Strategic Meeting 08 – 11 April 2018

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<tr>
<td>37</td>
<td>Ali Abubakar Ali</td>
<td>Secretary</td>
<td>Permanent Secretariat</td>
<td>223 3221 60</td>
<td><a href="mailto:bonnademou.et@yahoo.fr">bonnademou.et@yahoo.fr</a></td>
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<tr>
<td>38</td>
<td>Josephine Kaga</td>
<td>General</td>
<td>Government of Uganda</td>
<td>254 323 42</td>
<td><a href="mailto:josephine.kaga@ug.go.ug">josephine.kaga@ug.go.ug</a></td>
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<tr>
<td>39</td>
<td>Mamoudou Abouallain</td>
<td>President</td>
<td>Association of African Municipalities and Towns</td>
<td>253 373 40</td>
<td><a href="mailto:abouallain@aadrc.com">abouallain@aadrc.com</a></td>
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<tr>
<td>40</td>
<td>Prof. Ntalani</td>
<td>Secretary</td>
<td>Regional Institute</td>
<td>254 373 40</td>
<td><a href="mailto:ndalani@nationale.com">ndalani@nationale.com</a></td>
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<tr>
<td>41</td>
<td>Nkandy Joy</td>
<td>Director</td>
<td>UCLG Africa</td>
<td>254 373 40</td>
<td><a href="mailto:nkandy@ukzn.ac.za">nkandy@ukzn.ac.za</a></td>
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<tr>
<td>42</td>
<td>Amos Opiyo</td>
<td>Town Clerk</td>
<td>Council of Eldoret</td>
<td>254 373 40</td>
<td><a href="mailto:amos@eldoret.gov.ek">amos@eldoret.gov.ek</a></td>
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**United Cities and Local Governments - Africa**  
With the support of the **European Commission**
# DAY TWO ATTENDANCE LIST

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<tr>
<td>1</td>
<td>Joyce Nyamwera</td>
<td>SG</td>
<td>AGCOK</td>
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<tr>
<td>2</td>
<td>Tony Gachuchu</td>
<td>MC</td>
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<td>+254 25468146</td>
<td><a href="mailto:jacobg@gmail.com">jacobg@gmail.com</a></td>
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<tr>
<td>3</td>
<td>N. Jemutie Raddia</td>
<td>Chairperson</td>
<td>CASA, Kisauni District</td>
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<td><a href="mailto:jumangi@gmail.com">jumangi@gmail.com</a></td>
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<tr>
<td>4</td>
<td>Divina Atienye</td>
<td>Manager</td>
<td>PAMC</td>
<td>0726433264</td>
<td><a href="mailto:amna@pamc.org">amna@pamc.org</a></td>
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</tr>
<tr>
<td>5</td>
<td>Paul Muchiri</td>
<td>Secretary</td>
<td>Municipal Council of Dar es Salaam</td>
<td>+256 3292460</td>
<td><a href="mailto:pmu@msalama.org">pmu@msalama.org</a></td>
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</tr>
<tr>
<td>6</td>
<td>Prof. Johnson Festo</td>
<td>MD/CEO</td>
<td>UCLG - Africa</td>
<td>+254 222892800</td>
<td><a href="mailto:g4@uclg-africa.org">g4@uclg-africa.org</a></td>
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<tr>
<td>7</td>
<td>Dr. Zachary Njoroge</td>
<td>DIRECTOR</td>
<td>UCLG - Africa</td>
<td>+254 222892800</td>
<td><a href="mailto:njoroge@uclg-africa.org">njoroge@uclg-africa.org</a></td>
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<tr>
<td>8</td>
<td>Isukha Pius</td>
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<td>RALG</td>
<td>+254 222892800</td>
<td><a href="mailto:isukha@ralg.org">isukha@ralg.org</a></td>
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<tr>
<td>9</td>
<td>Dr. Majda K. Juma</td>
<td>Director</td>
<td>UBKC</td>
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<td><a href="mailto:majda@ubkc.org">majda@ubkc.org</a></td>
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<tr>
<td>10</td>
<td>Hawa El-Mwehe</td>
<td>Vice Chair</td>
<td>Mbilwi Mun. Council</td>
<td>+254 222892800</td>
<td><a href="mailto:hawaelm@ymail.com">hawaelm@ymail.com</a></td>
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<tr>
<td>11</td>
<td>Biola Namikumare</td>
<td>Mayor</td>
<td>LCC</td>
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<td>Rabah Maboeil</td>
<td>PRESIDENT</td>
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**United Cities and Local Governments - Africa**

Eastern Africa Regional Strategic Meeting

Hotel Intercontinental Nairobi, Kenya

Day 2
SPEECHES

STATEMENT BY THE JEANE PIERRE ELONG MBASSI S.G , UCLG AFRICA

Honorable David Andre, UCLG Africa Vice President for the East Africa Region

Excellency Josephat Nanok, Chairperson Council of Governors of Kenya,

Mr Festus Mwangi Kiunjuri, Cabinet Secretary, Ministry of Devolution and Planning,

Honorable Presidents of National associations of subnational and local governments,

Honorable members of the network of the locally elected women of Africa (REFELA),

Honorable Governors, Presidents of Regions, Provinces, Districts,

Mayors and other leaders of subnational and local governments assemblies,

Heads of the national associations secretariats,

Directors, Professionals and Experts,
Distinguished Ladies and Gentlemen,

Allow me first and foremost to thank you all for having honoured the invitation extend to you to participate in this UCLG Africa Strategy meeting for the East Africa Region. I am particularly thankful to His Excellency Josephat Nanok, Chairperson of the Council of Governors of Kenya, to Mr. Festus Mwangi Kiunjuri, Cabinet Secretary, Ministry of Devolution and Planning of Kenya, and Honorable David Andre, Mayor of Victoria, Seychelles, and current UCLG Africa Vice President for the East Africa Region, for having spare time in their busy schedules to participate in the official opening of this strategy meeting. We are very grateful to you sirs.

As you may be aware this year is a special one for our organization since it is the year we are holding from 20 to 24 November 2018 in Marrakesh, Morocco, the 8th edition of the Africities Summit, our flagship event, to which you all are invited. Some of you might remember that the 4th edition of the Africities Summit took place here in Nairobi in 2006 after a fierce competition won thanks to a strong advocacy and lobbying by the city council of Nairobi then led by Mayor Dick Wathika, by the then Association of Local Governments Authorities of Kenya chaired by Honorable Joe Akech, and thanks to the strong implication of the government of Kenya represented in the negotiation by the late Emmanuel Karisa Maitha then minister of Tourism and Wildlife. And those who attended this event still remember it as a memorable momentum and milestone in the building of the united voice of African subnational and local governments.

During the Africities Summit UCLG Africa generally holds its ordinary elective general assembly. The upcoming general assembly will renew the leadership of the organization for the period of 2019 to 2021, which includes the election of the 45 members of the Pan African Council of Subnational and Local Governments; the 15 members of the Executive Committee;
the 5 members of the Financial Management Committee; and the 5 Vice Presidents of the organization among which the President of UCLG Africa will be elected.

The upcoming general assembly will also offer members the opportunity to evaluate the organization’s actions and impact on the delivery capacity of members during the past three year period (2016-2018), and to adopt the priority actions and programs of UCLG Africa for the next three year period (2019-2021). These priority actions and programs respond normally to the challenges and need raised by members at the regional strategy meetings, which are informed by the reading and assessment by members, of the implementation of decentralization policies in the different countries and regions and the enabling environment created for subnational and local governments initiatives. The priority actions and programs also take stock of best practices developed by members which lessons learnt can inspire further improvements and replication.

As you can see, the regional strategy meetings are key in the life of UCLG Africa. It is therefore critical that members take full advantage of their holding to share knowledge on the situation of decentralization and subnational and local governments in their respective countries and to make inputs in reflecting on how to improve this situation for greater involvement of subnational and local governments in the definition and implementation of the development and integration policies and strategies set forth by Agenda 2063 of the African Union.

The regional strategy meetings are also a moment for members to be updated on what is happening at both the continental and global levels, that has impact on subnational and local government’s mandates and actions.

This 2-day regional strategy meeting for East Africa in Nairobi kicks start a series of same meetings that will be held respectively in Libreville, Gabon, on 16 and 17 April for the Central Africa Region; Walvis Bay, Namibia, on 7 and 8 May for the Southern Africa Region; Accra, on 28 and 29 May for the West Africa Region; and 18 and 19 June for the North Africa Region.
I hope this meeting will be successful and set the tone for the other regional strategy meetings.
REMARKS BY H.E. JOSPHAT NANOK, CHAIRMAN, COUNCIL OF GOVERNORS AND GOVERNOR TURKANA COUNTY

UNITED CITIES AND LOCAL GOVERNMENTS OF AFRICA (UCLGA) REGIONAL MEETING INTERCONTINENTAL HOTEL, NAIROBI 9TH TO 10TH APRIL, 2018

Hon. Eugene Wamalwa, Cabinet Secretary, Ministry of Devolution and ASAL,
Mr. Jean Pierre Elong Mbassi, Secretary-General, UCLGA,
Honorable Members of UCLGA, Eastern Region,
Representative from the Nairobi City County Government,

Distinguished Guests.

1. On behalf of the Council of Governors, I take this opportunity to say ‘karibu’ Kenya and ‘karibu’ Nairobi. I hope that you will find time to see more of the city while you are here. We are truly honored to host this year’s Regional Meeting, and indeed delighted to host fellow Eastern African dignitaries. More importantly, it is a privilege for the Council, a new member of UCLGA, to have been part of the team that prepared for the meeting.

2. Kenya is now in its sixth year of implementing the devolved system of governance. So much has been achieved in this period. A recent survey showed that 80% of Kenyans are in support of devolution. And this is attributed to the strides that have been witnessed in sectors like health,
agriculture, roads, water and early childhood education. But it is not just in development where we have seen significant changes, we are also experiencing more diversity and women representation in governance. In our last election, we had our first women elected Governors and senators.

3. Many African countries have in place a decentralized system, albeit taking different forms across the continent. Transferring financial, administrative and political power to lower units is a perfect strategy to spur growth and development. Devolved governments are always closest to the people and are better placed to prioritize the needs of citizens. Moreover, public participation in decision-making is fostered and the rights of the marginalized and minority groups are better protected. As the rising continent, such models are better suited for us to reduce poverty, unemployment and inequality. With a strong enabling environment, decentralization has the capacity to spur huge economic and social dividends that will lead all our African countries into first world nations.

Distinguished guests,

4. I must admit though that Kenya still faces some challenges in implementing the devolved system of governance. A major one is funding. Our Constitution stipulates that a minimum of 15% of the national revenue collected should be allocated to the forty-seven (47) Counties for the performance of their functions. Over the last five (5) years, the percentage has been maintained at about 33%. But noting that County Governments have the majority of service-delivery functions, their share has been inadequate. It is an issue that has been a source of controversy since the inception of devolution. I am sure that many of you here can relate to this predicament.
5. I must also mention something about capacity building. With the shift to devolution, both levels of government have continued to invest in training, mentoring and coaching of staff in order to facilitate a smooth transition into a fully devolved system that is compliant with the Constitution.

6. And let us not forget that for a successful devolved system to be entrenched, political commitment is inevitable. Political leaders should show and give goodwill in resource allocation, consultative policy and legislative making, performance of functions and execution of power.

**Distinguished guests,**

7. For us to overcome obstacles facing decentralization, bodies like UCLGA are instrumental for advocacy, capacity building, best practice sharing and peer review. Let us not shy from learning each other. African countries need to start benchmarking internally, for us to begin applying African solutions to African problems. For us to achieve regional and continental integration, we should move towards economic and social harmonization, and decentralization is a pillar in this discussion.

8. The Council looks forward to being a part of this African cooperation. Our hope is that members shall remain committed to the course and as much as possible, share information that will strengthen devolved units in Africa.

9. On behalf of the Council, I wish you fruitful deliberations in your meeting.

Thank you and God bless you.
COUNCIL OF GOVERNORS

REMARKS BY HON. EUGENE WAMALWA, CABINET SECRETARY, MINISTRY OF DEVOLUTION AND ASALS DURING THE UCLG – AFRICA REGIONAL STRATEGIC MEETING ON 9TH APRIL 2018

1) H.E Josphat Nanok, Chairperson Council of Governors
2) Jean Pierre Elong Mbassi, Secretary General UCLG- Africa
3) Hon delegates
4) Invited Guests

Ladies and gentlemen, I would like to take this opportunity to join my fellow colleagues in officially welcoming you to Kenya. As a Cabinet Secretary I am delighted to be part of this event which I believe is geared towards strengthening local governments. Notably, the United Cities and Local Governments (UCLG) has played a key role in uniting local governments across Africa.

Having looked at the UCLG aide memoir for 2018, the intended objectives are not only well thought through but are also issues of concern which I believe most of our countries and local governments are experiencing with regards to budgeting, intergovernmental relations and functional assignments at the local level.
In the Kenya’s experience our Constitution of Kenya, 2010 ushered in a decentralized system of governance known as devolution comprising of a National Government and 47 County Governments, replacing a centralized system of governance. The system features significant political and administrative devolution, in addition to fiscal decentralization, in which County Governments are granted responsibility for raising revenue as well as budgeting for devolved functions.

As a responsibility to the Counties, the County Government Act of 2012 gave the Counties the mandate to further decentralize its services to the lowest levels of governance where it deemed fit.

Whereas County Governments have tried to decentralize their services further, there have been some constraints with respect to budgetary allocations and administrative processes which have continued to slow down the process.

As a representative of the National Government at this forum I must confess that we have vowed to walk with the County Governments hand in hand to ensure that they are able to carry out their mandate. Our main role at the national level is to formulate over-arching policies and legislation that will help counties implement their functions.

Ladies and gentlemen, through my Ministry together with other stakeholders including the County governments, we have developed the Devolution policy which is meant to give counties guidance on their functional responsibilities, we have also in the past developed 51 model laws cutting across all the devolved sectors to support counties customize into their own legislation and most importantly we have developed
together with the Council of Governors the Public participation guidelines that have been rolled out to the counties to promote citizens engagement in the day to day operations of the county governments.

Without losing the concept of United Cities and Local Governments (UCLG), I must confess that as a Country we are moving in the right direction with regards to creation of urban areas and cities. We have in place a legislation called the Urban Areas and Cities Act 2011 which has enabled County Governments to confer status on any of their decentralized units upon meeting certain threshold; that is a City status, Municipality status and a town status.

Currently we only have three cities in the entire republic, 59 earmarked municipalities and numerous towns. The cost of running these units is enormous considering that we still have weak taxing bases at the county levels. Hence the biggest threat to urbanization is the cost of running the units.

**Ladies and gentlemen**, we are therefore here to learn from you on how you run your urban areas and how we can tap into the experience that you have so far. As one united front we have the potential to move Africa to the next level, this however must be done in a strategic manner. We have numerous caucuses that because of lack strategic leadership have fallen on the way side even though they have very good ideas.

As a Country, we are committed to learning from others and engaging in meaningful collaborations that will ultimately spur growth within our borders. As I conclude, I would want to bring to your attention that as two levels of government, we are convening a conference between the 23rd-27th April 2018 known as the Devolution conference themed, “**Sustainable,**
productive, effective and efficient governments for results delivery”. This conference will bring together all arms of governments within the two levels to share their experiences in the implementation of the devolved system.

It is our wish that we will have meaningful discussions that will trigger certain levels of decision making that will move our country forward. This is to therefore invite all of you to participate in the conference by registering through our website on devolution.cog.go.ke. You can also secure a booth to showcase your products.

Lastly as the Cabinet Secretary for Devolution, I will be working closely with all the 47 County Governments to ensure that they all join the membership of the UCLG. I believe this will result in accelerated development both in the local jurisdiction and within the region at large.

Once again, I welcome you warmly to our Country and to this event and wish you the very best in your deliberations. With those few remarks, I declare this function open for your participation.

Thank you

HON. EUGENE WAMALWA
CABINET SECRETARY, MINISTRY OF DEVOLUTION AND ASALS