REPORT ON THE WEST AFRICAN REGIONAL STRATEGY MEETING IN ACCRA

Venue: Ghana

Date: May 28-29, 2018

Organised by:
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SESSION ONE OF DAY 1
Introduction and official opening

The Regional strategic meeting was held at the Tang Palace Hotel in Accra. Proceedings were opened by Juliet Sale Mekone, Regional Director for West Africa (WARO), who introduced the honorable guests facilitating the meeting and outlined core objectives as listed in the program, followed by a series of announcements.

Announcements:
The regional office, NALAG is available for use, free of charge, for local government officers

Facilitator: Sheriff Amarh

Panel guests: Session 1
Hon. Jean Pierre Elong Mbassi - Secretary General of United Cities and Local Governments of Africa (UCLGA)

Hon. Nii Felix Anang - President of the National Association of Local Authorities of Government (NALAG) and the Tema Metropolitan Chief Executive

Hon. Hajia Alima Mahama - Minister of Local Government and Rural Development (LGRD)
Dr. Ato Arthur - Head of Local Government Services of Ghana
2. Welcome Address
Hon. Nii Felix Anang - President of NALAG, Mayor of Tema

Introductions were followed by a welcome address presented by Dr. Nii Felix Anang, Mayor of Tema and president of NALAG. He seized the opportunity to welcome all dignitaries for honoring the invitation to participate in the West African Regional Strategic Meeting in Accra and continued with a brief introduction of the political and administrative profile of the country, Ghana. He drew attention to the ten administrative regions of Ghana and their regional capitals, namely Accra, Kumasi, Tarkoradi, Tamali, Koforidua, Cape Coast, Sunyani, Brong Ahafo, Wa, and Bolgatanga stating, ‘I am privileged to be the President of the National Association of Local Authorities of Ghana.’ He added that in each of the regions there are local government authorities acting on behalf of the central government in a bid to promote good governance and continued that both NALAG and UCLGA offer local government authorities in Africa the leverage to share and learn from the experiences of members and affirm commitment to ensure that services are delivered to the local people. In his closing statement, he wished everyone fruitful deliberations and asked God to bless Ghana and Africa.

3. Remarks on the regional strategic meetings
Presenter: Jean Pierre Elong Mbassi - Secretary General of UCLG Africa.

In summary he welcomed and thanked everyone for attending the opening session of the two-days conference and added that the conference was the fourth (of five meetings) to be held across Africa stating, 'The unity of Africa is a common reserve of the heads of state of this continent, but controlling 54/55 heads of state, to have them resist towards building true unity of this continent is impossible for the master of wealth… Controlling thousands of local governments of Africa could be too costly for governments of Africa. So I am convinced that if local governments of Africa will unite they will have my blessings.'

He further stated that the dignity of Africa, and for that matter Ghana, was on the shoulders of local governments. For local government authorities to be reliable in the pursuit of the development agenda meant that they must first be knowledgeable. He emphasized that election was not everything and that local government must be recognized as key players of development. ‘When we met in Johannesburg, we asked the question what can local governments do to achieve development? The response is to go towards a sustainable path. Local authorities must pursue a more autonomous agenda, counting on their human resources and assets as well as shared values.’
The core objective of the strategic meeting was described as the preparation of the continent for the task of developing and electing new leaders, thereby demonstrating to Africa and the world a solidified partnership and the cooperation of Africa. It was therefore important for local governments of Africa to keep solidarity going for a better future.

4. The role of local and regional governments in implementing African and Global Agendas
Presenter: Professor Johnson Bade Falade – UCLG Africa Advisor

The presentation hinged on the Global and African Development Strategies and thus focused on seven thematic areas:

a) Charter on democracy, election and governance.

b) AU Agenda 2063
   This agenda projects the development goals of Africa in line with achieving the immediate global objectives of the development agenda emphasized in the seventeen sustainable development goals (SDGs) by 2030. The agenda thus defines the set goals and consists of a set of territorial components.

c) AU protocol for the prevention of corruption
   Professor Falade expressed optimism that for Africa to move forward in its development agenda, curbing corruption is key.

d) Charter on decentralization and local government and development
   This charter, the presenter stated, invigorates concerns that local governments are yet to rise to the task in spite of them being the focus of the subsidiarity principle of local governance. The charter talks about rule of law and transparency, however, as good as this charter is, there is low adoption amongst African State Governments.
African governments fear it is a threat to the authority of central government. Many are yet to sign. We need to push our countries to sign and ratify this charter.

e) Charter on values and principles of decentralization, local governance and local development and the High Council of Local Authorities. In relation to this charter, Professor Falade said the purpose of the charter has been to provide a catalyst for decentralization.

f) AU gender policy
He highlighted that the objective of the AU gender policy is to address gender based barriers on the free movement of persons and goods across borders throughout the continent while promoting equitable access for both men and women to control resources, knowledge, information etc. ‘If you want something done well give it to a woman.’

g) A toolkit on measuring, reporting and verifying (MRV)

5. Climate Change Agenda
Presenter: Abdoul Gafarou Tchalaou

The presentation highlighted activities of the Covenant of Mayors of Sub-Saharan Africa (CoM-SSA). The CoM-SSA is funded by the European Union and is aimed at providing support to Sub-Saharan cities in their fight against climate change through the mayor’s voluntary commitment. M. Tchalaou added that the objective of the CoM-SSA is to increase the capacities of SSA cities to improve access to sufficient sustainable, affordable and clean energy services to urban and peri-urban populations, especially the most vulnerable. Specifically, CoM-SSA seeks to strengthen the capacities of cities to develop and use planning and implementation tools in energy mobility and urban planning; promote political ownership and best practices dissemination; and improve the legal authorities as well as their technical and resource mobilization capacities. In order to join CoM-SSA,
he said member countries are to liaise with the helpdesk officer stationed at NALAG House in Accra, Ghana and in addition, would need to provide some requested information. He also mentioned that once a city representative signed the agreement form, the city would become a signatory and their information would be added to a database.


Presenter: Alioune Badiane - Rtd. Director United Nations Habitat

The presenter emphasized that the current population of West Africa, as of May 22nd, 2018 is 380,768,790, equivalent to 5% of the global population and increasing at an annual growth rate of 2.69%. He continued that the region’s population is second to the Eastern African region, which is 5.7% of the global population. Citing the case of China, the presenter highlighted that the transformative power of urbanization was something the continent of Africa and the West African Region must reckon with to aid the development agenda, bearing in mind the abundance of human and natural resources on the continent. He continued: ‘As good as urbanization is, if not well managed countries will face severe development challenges because Africa is still urbanizing. He concluded by asking those who were managing the urbanization of Africa to integrate all the facets and prospects.

On the New Urban Agenda, the presenter touched on the issues of the urban sprawl as presenting new dimensional challenges, evidenced by informality, lack of critical basic services, illegality and poor regulations. He mentioned, however that solutions to these problems have provided many positive results. For instance, 230 million people in the developing world, including Africa, no longer live in slums, implying that the African continent exceeded Goal 7 of the Millennium Development Goals. He continued that 24 million lived in slums in Africa but this had been improved, representing 12% of the global effort to reduce this form of urban divide. To improve lives of slum dwellers and slum conditions as a whole, the presenter identified 12 common lines of action:
i. A review of the institutional arrangements governing cities to identify convergence of public policies, decentralization and strengthening of responsibilities and resources to local authorities, inter-municipal management of cities and effective public-private-people-partnership, (4Ps).

ii. The legislative framework of urbanization to be reformed and simplified and to focus on land regulations to boost land supply, contribute to the densification of the urban fabric, regularize informal settlements and allow an orderly urban growth and economy;

iii. Financial instruments will be subject to a radical revitalization, giving public authorities a chance to significantly increase municipal revenues and to ensure transparency and fairness of inter-government transfers;

iv. Land strategies will become more directive, seeking to ensure good knowledge of land cadaster and transactions, to keep land prices within reasonable limits and to better meet needs by opening new peripheral areas to urbanization;

v. Transport infrastructure will be considered as a priority investment at national, regional and local levels and will promote public transport and multi-modality;

vi. National housing strategies will focus on the re-absorption of inadequate housing and the upgrading of slums, without forgetting to support the development of the real estate and rental markets;

vii. Basic services will be programed and managed through a multi-sectoral and coordinated approach and adequate contractual relationships between public authorities, knowledge institutions and service providers, taking fully into consideration their impact on the environment and public health, safety and security;

viii. The national urban system will be revitalized by a socio-economic and environmental strategy aiming at a prioritization of urban functions based on the respective potential of each agglomeration;

ix. Measures for adaptation to climate change and for enhancing resilience to natural disasters, including protection against erosion, will involve agreements and joint actions between central government and local authorities;

x. The methods of urban planning and management will be completely revised, capabilities enhanced and the participation of local authorities, private and community stakeholders put into practice in a systematic way;

xi. The determined implementation of these commitments that each government should adapt to its national context, would contribute to enhance the economic efficiency and competitiveness of the continent and transform African cities into healthy, safe and inclusive places, whose inhabitants, with recognized rights and duties, would be proud to share and enjoy;

xii. In their desire to transform our world, Heads of State and Government stated in September 2015, at the United Nations General Assembly held in New York: “we recognize that sustainable urban development and management are crucial to the
quality of life of our people. We will work with local authorities and communities to renew and plan our cities and human settlements so as to foster community cohesion and personal security and to stimulate innovation and employment.”

xiii. It is the responsibility of African leaders at national and local level to make every effort to turn this commitment into reality, if possible within the next 15 years and to mobilize all local, national and international partners to found the African new city planning and management approaches of the twenty first century.

He concluded that the key issues of the New Urban Agenda (NUA) is to ensure that in going forward no one is left behind in the quest to end poverty and that African governments must encourage inclusive urban economies. He then cited the case of Osu, a suburb of Accra where he said nothing had changed since 1995 when he had last visited the place. This was also true for Korle Lagoon, which requires that Ghana and for that matter Africa, needs to mobilize resources from institutions like the African Development Bank to solve its numerous urban challenges.

7. Official opening by Minister of Local Government and Rural Development Ghana
Presenter: Hon. Hajia Alima Mahama

The Hon. Minister expressed gratitude to the organizers of the West African Strategic meeting for giving her the opportunity to participate in such thought provoking discussions concerning local government authorities in Ghana.

“I am delighted to see you all here in Accra for this occasion. Your presence is proof of the importance attached to decentralization in Africa. I wish to thank the leadership of UCLG for your choice of Accra for this program. I formally welcome you all. I am happy to know that for
two days this strategic meeting will discuss issues and priorities of local government. This calls for clarity and establishment of robust mechanisms for development. I am happy to note that the meeting of the covenant of mayors for climate will be held in Africa to enable us to benefit from the discussion on climate change and energy. I would like to talk a bit about Ghana’s path so far.

Ghana is over three decades into implementation of decentralization. Staff is recruited into the service by government and their salaries are paid by the central government. We also transfer funds to the local government proportionate to their performance. A number of programs are put together for local governments staff as a way of synergizing the national objectives of building local capacity for development.

We have an urban development program that enables assemblies to access funds for procurement. We also have an inter-ministerial coordinating committee aimed at strengthening decentralization. Three key strategic focuse of the ministry of local government and rural development are:
1. Policy, legal and institutional reforms
2. Capacity building of local authorities
3. Improved services delivery.

Recently, the agenda to moving Ghana beyond aid and its implications on expenditure and financial management remain a strategic focus of the central government.

One key challenge has been the issue of sanitation facing the local authorities. With regards to local resource mobilization, the assemblies have the legal mandate to raise internal review through property rates, building permits, fines, tolls and other charges. They also received funds from development partners in the form of grants.

The good news for Ghana is the work in progress to elect the MMDCEs. This is stated in our two consecutive State of the Nation Addresses 2017 and 2018. The intention is to bring good governance closer to the people. This call for a review of entrenched clauses in the national constitution, especially article 55 Clause 3 to be precise. This is an entrenched provision, which requires a national referendum between now and 2021 due to the cumbersome nature of the review and referendum processes.

The concern, however is that this move to electing local authorities will come with its own challenges and therefore Ghana will require strategic discussions, such as this meeting, to find solutions to the problems when they come.

I am also particularly interested in clean energy, especially clean cooking. The question I keep asking is how can we ensure that women adopt clean cooking? I am surprised and shocked to learn that 1,700 women die each year from usage of traditional and unclean energy for cooking. The 50:50 agenda on gender equality will be achieved by looking at the past and how far gender issues have been transformed from women empowerment to gender equality."
8. Press Briefing.

The press briefing included interviews with the chair and other participants on a number of issues concerning the program. Media personnel from the Business and Financial Times in Ghana asked the Minister of Local Government and Rural Development how local authorities could increase funding opportunities with the response that central government supports local authorities with 5% of its yearly budget through a common fund. The minister further added that local authorities can increase revenue by establishing revenue mobilization units to be solely in charge of revenue mobilization rather than the current practices where the financial department is in charge of revenue mobilization together with planning the expenditures of the local authorities.

A representative of the Daily Graphic, referred to the challenges of sanitation. He asked the minister how government was strategizing to solve the sanitation challenges in Ghana. The minister responded that, ‘the president of Ghana has established a new Ministry of Sanitation to focus on addressing the challenges of waste collection and management.’

Questions directed to Alioune Badiane asked how African cities could meet the challenge of raising 100 million dollars a year to solve the problems of cities in Africa. The former director of UN Habitat responded that African governments could learn from the experiences of Asia where the Asian Development Bank provides about 70% of city development banks. He continued that the African Development Bank and other financial institutions could be lobbied in that regard to provide the needed support while at the same time mobilizing local resources. Other questions directed to Mr. Alioune asked how to address the continental sanitation problem in Africa, to which he responded that it could be addressed through a unified sanitation policy.
SESSION TWO OF DAY 1
UCLG AFRICA NETWORK IN THE REGION

Presentations: The Status of National Associations in the Region

The second session began with a presentation on the status of national associations in the region. The Director of UCLG West Africa Region asked all member countries to rigorously pursue the agenda of signing and ratifying the associations’ charter. This was followed by a presentation on the indicators for effective decentralization in Africa.

1. The existence of a legislative framework for local governments.
2. Internally generated revenue and the margin of freedom and latitude to mobilize local revenue;
3. Legal provisions on transparency in the operation and management of local authority budgets;
4. Enhanced provisions for citizen participation;
5. Local government performance measurement and review;
6. Gender: the proportion of women in local government services, especially in the position of chief executives;
7. Existence of a national urban strategy;
8. Climate change: Do institutional frameworks provide for inclusion of local and regional authorities to implement climate plans?

Having clearly presented the indicators for assessment, each of the fifteen country representatives in the West Africa region were asked to present their case studies, highlighting their achievements based on the aforementioned indicators for assessment. The subsequent sections are a summary of the individual presentations.

1. The case of Benin
Presenter: Sègla Lihoussou
Benin started its decentralization pursuit in December 1990. The country has 77 elected local assemblies. Three local elections have been organized since 1990. Decentralization in Benin is dictated by law and has not been progressive. There is a national policy on decentralization. Training centres for key stakeholders is organized periodically to build capacities of local staff. The political situation in Benin does not provide latitude for revenue generation. Only tax inspectors are allowed to collect taxes. The collection of local taxes is carried out by one tax inspector in charge of two jurisdictions and thus makes it difficult to raise enough revenue in time to meet recurrent expenditures of local assemblies. The central government transfer to local authorities is only 3% compared with 5% for Ghana and local resource mobilization is closely monitored and edited. He emphasized that Benin has only one level of decentralization, which is easy to mobilize for activism.

2. The Case of Liberia
Presenter: Rebecca Benson
Liberia is rich in gold, diamonds, rainforest and other mineral resources. Decades ago Liberia had a highly centralized political structure and weak administrative governance, which affected governance and participatory development at the local level. In 2010, the country approved a national policy on decentralization and local government, thus aiding the transfer of power to local authorities in a bid to promote good governance at the local level. It is a unitary state with 15 counties and 68 districts subdivided into chiefdoms, clans, towns and villages.

The heads of these administrative states are accountable to the president of Liberia through the Liberia Ministry of Internal Affairs. In 2014, there was fiscal decentralization initiated by the
government through the Ministry of Finance and Development Planning. This means that Liberia now has a fiscal decentralization plan. The adoption of the new constitutional amendment in 2015 is expected to result in the enactment of a local government act. Many hope it will foster decentralized and participatory local governance. The entire practice of decentralization is, however, very weak since all local authorities are accountable to the president.

Alongside the policy is a Liberia Decentralization Implementation Plan (LDIP), which provides further prioritization for advancing decentralization. In order to implement the national decentralization policy, the government designed a Liberia decentralization support program for the period 2013-2017. The LDIP is a five-year Government of Liberia program to support the implementation of the national policy on decentralization and local governance. The program is one of the priority areas in the agenda for transformation.

In 2017 with the support of UN Habitat, Liberia began preparation of a national urban policy (NUP) in order to help strengthen and deepen the decentralization process. The NUP will be anchored in the pro-poor agenda of the new government to ensure synergy, coordination and integration. It will be the foundation of all policies as the country aspires to middle-income status in 2030.

In addition to the above, Liberia has a draft Local Government Act with the following aims:
- Calls for the election of local authorities as opposed to now where they are appointed.
- A transfer of power from the centre to the periphery;
- Criteria for the establishment of cities, townships and other local government areas;
- Set qualifications for local authorities;
- Local authorities to be given the power to levy taxes and collect the same;
- Compare national government and give local authorities central government transfers;
- Authorize local authorities to have their own budget of revenues and expenditures and also investment plans;
- Recognize the universal “principle of subsidiarity.

3. The Case of Sierra Leone
Presenter: Samuel Bour

Sierra Leone is a small country of 7 million people. Decentralization was founded following the war in 1972. In 1972 local government structures were suspended for lack of clarity on many issues. The local government was the foundation of governance in Sierra Leone during the colonial era. In 1972, after local council structures were suspended, the district councils ceased operation. Only the city and municipal councils in Freetown, Bonthe, Bo, Kenema, Makeni, Koidu and New Sembehun continued to operate under the appointed Committee of Management.

In 1980, district councils were brought back and also operated under the appointed Committee of Management. This arrangement negatively impacted on the participation of people, because service delivery was centralized and planning done at the central level without involving the people. In March 2004, the Local Government Act, 2004 was approved and became law by Parliament. This ushered in 19 local councils. The Inaugural Local Council Election was held in May 2004. The LGA primarily built on laws related to local governance, setting up of local councils and ensuring the participation of people through decentralization and devolution of powers, functions and resources. In 2006, City and Municipal status was granted to five towns (Bo, Kenema, Bonthe, Koidu, and Makeni) in addition to Freetown. In 2017 3 new councils were added because of boundary delimitation, (Port Loko-City Council, Karena and Falaba-district councils).

The President may, for the purpose of the Local Government Act, 2004 and acting on the
recommendation of the Ministry of Local Government and other related Ministries and Agencies by statutory instrument, declare any area within Sierra Leone as a locality; assign a name to the locality; establish a council for the locality; provide for the number of persons constituting the council; specify the place where the principal offices of the local council are to be situated; and provide for such other matters as are required by this Act to be included in the instrument or are consequential to it. The Local Government Act 2004 led to the reintroduction of the Local Councils administration. Two amendments were added: The Local Government (Amendment) Act, 2016 [No. 11 of 2016]; The Local Government (Amendment) Act, 2017 [No. 2 of 2017];

The Local Government Act of 2004, Part 1 – preliminary, assigns the task of drawing wards to NEC, while the Public Elections Act, 2012 (Section 14, sub-sections 1 &2) forms the legal basis for the allocation of council seats and delimitation of wards in Sierra Leone (See Appendix for the Local Council Structure of Liberia). Local Council operates a Medium Term Expenditure Framework Budget every three (3) years. Every local council prepares for its budget for approval three months before the beginning of that year.

In terms of overall responsibility, the Ministry of Local Government and Rural Development is the parent Ministry. They act in collaboration with committees of Parliament – Finance, Public Accounts, Transparency, to provide financial and staff regulation intelligence.

With regards to citizen participation, the process starts with local elections of the councilors. The councilors are elected directly by the citizens in the community. This is so that the government can hold councilors to account, not only to central government but to citizens as well. Ward committees are mandated within the local government act to give legal support for the involvement of citizens in the running of council businesses. Monthly council meetings allow citizens to participate in discussions and the opportunity to make observations and ask questions.

In terms of gender, Sierra Leone has twenty-two (22) local councils seven (7) of which are city councils and fifteen (15) are district councils: Out of the 22 councils only two (2) councils are headed by women: Out of the 464 councilors only one hundred and twenty (120) are women. There are higher numbers of female staff in the local councils than female councilors. The following are the devolved functions of local councils:

- Agriculture (Crops, Livestock, Forestry, Agric. Engineering)
- Education (Primary and JSS)
- Health (Primary)
- Water Services (Rural water services)
- Social Services, (Gender, Child protection, Disability)
- Roads (Feeder Roads)
- Sanitation (Solid Waste Management)
- Youth and Sports
- Fire Prevention

4. The Case of Ghana
Presenter: Kokro Amankwah - General Secretary of NALAG
Decentralization and local government administration has been an integral part of the governance structure in Ghana and is guaranteed by the supreme law of the land. Act 240 of the 1992 constitution, chapter 20 states that, ‘(1) Ghana shall have a system of local government administration which shall, as far as practicable, be decentralized.’ Article 35(6) (d) of the constitution provides that, ‘the state should take appropriate measures to make democracy a reality by decentralizing the administrative and financial machinery of government to the regions and districts by affording all
possible opportunities to the people to participate in decision making at every level of national life and in government”.

The Ghana system of decentralization starts at the regional level through to the councils. Three typologies of decentralization exist: Metropolitan, Municipal and District assemblies. The National Decentralization Policy Framework of Ghana outlines five (5) thematic areas:

- Political Decentralization and Legal Reforms
- Administrative Decentralization
- Decentralizing Planning
- Fiscal Decentralization
- Popular Participation

It is worth noting that 70% of Assembly Members (representatives of the people) are elected at the local level through competitive non-partisan elections and 30% Assembly Members are appointed by the President of Ghana in consultation with traditional authorities and other stakeholders. The process of electing the political heads (Mayors), Metropolitan, Municipal and District Chief Executives (MMDCEs) will commence in 2019. Resources to the assemblies are channeled through the vehicle of the District Assemblies Common Fund (DACF), based on an approved formula by parliament. In ensuring transparency at the local level, the following are implemented.

- Town Hall meetings: This is where local people meet the duty bars in local government to discuss development in their communities.
- Procurement Laws: There are procurement laws that call for tenders, procurement and monitoring of contract execution i.e. Public Procurement Act, 2003 (Act 663); public procurement (Amendment Act, 2016 - Act 914).
- Publication of medium term development plans;
- Social auditing.

On citizen participation, the National Decentralization Policy Framework and Action Plan enjoins the MMDAs to hold public forums, town hall meetings and display composite budgets to promote transparency and accountability. Women’s participation at the local level has improved over the years but advocacy is being carried out by NALAG to attract more women into local politics. There are no quotas for women in the local election. There is a provision for 30% of seats reserved for people with experience and expertise who may not want to engage in local election competition. Ghana has 35 women as Chief Executives (Mayors).

In relation to climate change, Ghana has joined the global community by signing the UNFCCC in June 1992. Ghana ratified the convention on September 6, 1995 and ratified the Kyoto protocol on November 26, 2002 by Parliament. The Climate Change Agenda is being managed at the national level with some local government interventions. Ghana ratified the Paris Agreement on Climate Change on August 4, 2016.

Through the collaboration between NALAG and Arkansas Municipal Leagues on the Sister Cities protocols, the following twining of cities have been achieved:

- Jacksonville, Arkansas; and Kpando Municipal Assembly, Volta Region.
- Stephens, Arkansas; and Agotime Ziope District Assembly
- Batesville, Arkansas; and Asunfo North Municipal Assembly, Brong-Ahafo Region
- Adentan Municipal Assembly in collaboration with European Union in Mushroom production project.
NALAG has been collaborating with the TEERE Local Government Forum to also promote citizen participation in the Upper East, Upper West and Northern Region of Ghana. It has collaborated with ACTION voices to promote citizen participation through the use of ICT based platforms. It has also collaborated with VNG international to twin the Agona West Municipal Assembly and the Almere Municipality in the Netherlands on the CONNET platform on an Environment and Sanitation Exchange Program. There are some inherent challenges that are confronting the MMDAs:

• Inadequate human and material resources
• Planning
• Waste management
• Revenue mobilization

The presenter concluded that local government administration in Ghana is evolving and some credibly tangible successes have been achieved.

5. The case of Togo
Presenter: Tcha Kolow
Togo has 7 million people with Lomé as its capital. The country operates 3 levels of decentralization. There is a national strategy for local election. The last local election was held in 1987. Only 2.5% of central government revenue is transferred to local authorities but is dependent on the amount realized from the collection of taxes by the national government. Fund raising systems and mechanisms in Togo have failed over the years.

Gender equality is fragile with only 16% of women in the public sector. Togo participates regularly in climate change meetings and discussions on the Sustainable Development Goals. Budget sessions are open to the public for transparency and input. The majority of the work at the local level is carried out by a small number of people while the remaining masses are unqualified and contribute nothing to local governance. The State makes sure that through the auditor the general budget is well managed and monitored for accountability.

6. The Case of Nigeria
Presenter: Ngozi Elizabeth Oji
Nigeria has a total of 774 local councils and 10% of state revenue is expected to be transferred to the local authorities, but does not go through as required by law. Local elections are conducted but require the extra mile to reach expectation. Most health facilities are functional whilst under-fives and maternal mortalities are being handled carefully. The House of Assemblies has no women representatives. Nigeria has yet to accommodate women into elective positions.

Regarding fiscal decentralization, revenue mobilized by local authorities goes to the federal and state government. Local councils have no proper infrastructure to boast of and power is only on paper whilst in practice local authorities exercise no power.

7. The Case of Gambia
Presenter: Adama M. Jeng - Senior Program Officer of the Gambia Association of Local Government Authorities (GAGA)
On attainment of Independence in The Gambia in 1965, local councils were established emerging from what used to be called group treasuries. Shortly after Independence, the Local Province Act was passed. As a result of the passage of that Act, Local Government Authorities were established in all the Divisions, now called Regions. The city of Banjul, then Bathurst, was administered through Cap 10 (1) of the Local Government Act.

Between 1965 and 1974, the Kanifing Area Administration, which used to be called Kombo Rural
Authority, was under the Administration of Brikama Area Council (BAC). However, due to the fast rate of urbanization within the Kombo Rural Authority, the Government, through an Act of Parliament in 1974, caused Kanifing to become a fully-fledged autonomous Local Government Council and was renamed Kanifing Urban District Council (KUDC). The same Act increased the local government areas to eight.

Through an Act of Parliament in 1991, the KUDC was given the status of a municipal council, due mainly to the metropolitan nature of the area. It was therefore renamed Kanifing Municipal Council with a Chairman at the helm of affairs. Since the coming into force of that Act, Kanifing Municipal Council has commenced to elect their mayors through universal adult suffrage.

In 1996, two years after the military takeover, the Gambia launched VISION2020, with the objectives, “To transform the Gambia into a financial centre, a tourist paradise, a trading, export—export oriented agriculture and manufacturing nation, thriving on free market policies and a vibrant private sector, sustained by a well-educated, trained, skilled, healthy, self-reliant and enterprising population, and guaranteeing a well-balanced eco-system and a decent standard of living for one and all, under a system of government based on the consent of the people.”

In May 1997 at Basse, URD, the Second National Conference on Local Government Reforms was held. The conference was a synthesis of all previous consultations and in particular the Mansakonko Conference on decentralization, which was geared towards making concrete proposals for the implementation of strategies aimed at achieving decentralization.


The objectives of the decentralization program, established in 1980 are to give communities a more inclusive role in the utilization and management of local resources. This has undoubtedly increased participation and accountability of decision makers to the public. The decentralization agenda extends the process of democratization to the local levels and promotes a community-based development approach. It brings decision making closer to the people (as voters, consumers, and tax payers) to ensure that decisions made reflect local needs and priorities, resulting in more economical and efficient allocation of resources and service delivery.

Where we are now: By December 2016 going into 2017, the present Government was ushered in with a vision and a goal for (the New Gambia) as shown below. The government after synthesizing all past national initiatives such as the SPA, PRSP1, PRSP1, PAGE as well as the MDGs and SDGs came up with the National Development Plan (NDP) spanning from 2018 to 2021, which adequately reflects governance. The Government’s vision for the New Gambia is that of a country that upholds the highest standard of governance, accountability, and transparency, where social cohesion and harmony prevails among communities; citizens enjoy a standard of living and access to basic services to enable them to lead decent and dignified lives; youth, women, children realize
their full potential; a nurturing and caring environment exists for the vulnerable; there is an enabling environment for our private sector to thrive; and our natural heritage is nurtured and preserved for future generation.

From 2002, there has been more devolution and empowerment for councils and a restructuring of local government administrations. Local government officers (LGOs) with limited power became Chief Executive Officers (CEOs) with more decision-making powers. Treasurers became Directors of Finance also with increased responsibilities. Councils became planning authorities of their areas with Departments of Planning and Development created. At community level, each Ward had elected Councilors as the Chairpersons of the Wards.

8. The Case of Guinea
Presenter: Camara Muhammed Ameen
Guinea has in place measures to facilitate implementation of local level elections. This has, however, been constrained by some legalities and competencies. In terms of local community elections, Guinea went to the polls in 2017.

Some communities do not have access to funds, thus making it very difficult for them to provide services required by the local people. Fifty percent of local revenue is derived internally. Citizens transfer their vote by writing to the local council. Guinea participates in climate change discussions indicating its commitment to fight climate change and its attendant primary and secondary consequences.

9. The case of Mali
Presenter: Yusif Jakute
The Malian Constitution stipulates in its title XI that local authorities shall be established and administered under the conditions laid down by law (Article 97) and that the communities shall administer themselves by elected councils and under the conditions established in law (Article 98). These constitutional provisions are extended through a variety of legislation.

There are at present, 703 operational municipalities, 49 others are not yet equipped with elective bodies; 49 circles plus 10 new were established between 2017 and 2018. There are 8 regions plus the District of Bamako with special status up until 2017 when an additional one was added bringing the total to 10. Nine (9) other new regions are yet to be operational between 2018/2019. The law establishing these new regions had been adopted and promulgated since February 2012.

Through various decrees, eighteen (18) competencies have so far been transferred to communities: Education; health, rural and urban hydraulics; social development, social protection and solidarity economy; sanitation and the fight against pollution and nuisance; trade protection and the advancement of women, children and families; breeding and fishing; crafts; tourism; agriculture; youth; culture; employment and vocational training; sports; mines; forests and wildlife; road infrastructure.

Since 1999, Mali regularly organizes communal elections, with an elective mandate of five (5) years. Due to the security crisis, the municipal elections in November 2016 could not be held in roughly sixty municipalities in the central and northern part of the country. However, the mayors and all the members of the elected body remained in office. With the important reforms that have taken place between the local and regional elections in the Bamako District, the members of the elected bodies of these levels remain in office, pending the elections that concern them (probably in 2019).

From 8.4% in 2011, transfers from the state’s financial resources to the communities reached 18.3%
in 2017, and the forecast is 19.77% in 2018, (i.e. 326.2 billion FCFA according to the Finance Law, 2018). To achieve the 30% target, the transfer should be 495 billion, an additional effort of CFAF 168.8 billion. Education is largely at the top of these transfers.

The public service of local authorities has 60,000 agents in the public service of the state. The faculty, numbering 41,000, accounts for almost 70% of community officials, followed by the general administration and health. Civil servants are recruited through a competitive process organized by the Directorate General of the Public service. The training centre for local authorities provides training for community officials, as well as other bodies or structures involved in regional governance.

In terms of popular participation, the reality is that the overwhelming majority of the population has very little interest in public management. Turnout in general elections held in 2016 was 52.51%. There is however an improved trend regarding women’s participation in local politics. In 2016, women occupied one-third of the candidature lists, representing 34.4% of the total 79,238 candidates.

10. The case of Guinea Bissau
Presenter: Julius Injucam – Permanent Secretary of AALGB
The Installation Commission for the Association of Local Authorities of Guinea-Bissau, (CI-AALGB), was established by the government in March 2010 with a mandate to create and install CIs in the municipalities. The CI-AALGB identified at the time 22 municipalities that in the first phase of the decentralization process were to be contemplated as municipalities for the first municipal elections. There are nine (9) administrative regions, namely: Bissau (Capital), Screen, Cacheu, Oio, Bafatá, Gabú, Tombali, Quinara; and Bolama/Bijagós. Two percent of local assembly staff has average training and most of them have non-public administration training. Specifics are as follows: 32% reached 4th grade; 27% do not know how to read or write; 21% completed the 11th or 12th grade. It should be noted that the majority of employees do not work closely with the administration itself, but rather perform the duties of a maid. About 21% of employees are of retirement age, but remain active because during the years their respective discounts have not entered the financial services.

11. Burkina Faso
Presenter: Thomas Dakin Pouya
In Burkina Faso, the process of decentralization is enshrined in the Constitution of 1991. The first local elections were held in February 1995 and concerned 33 communes. The second, third fourth and fifth elections were held in 2000, 2006, 2012 and 2016 respectively. The creation of communes took effect in 2006 and has since brought the number of communities to 351, including 49 urban and 302 rural. The Constitution stipulates that decentralization enshrines the right of local authorities to promote grassroots development and strengthen local governance. The overall volume of financial transfers to local authorities amounted to 175 billion FCFA from 2009 to 2016. In 2017 this transfer was 57, 507, 708,000 FCFA which represents 5.17% of the state budget in same year. In terms of projection, a draft roadmap is fixed to: 10% in 2018, 12.5% in 2019 and 15% in 2020. The environmental dimension is taken into account in the communal development plans. Resilience actions in the direction of mitigating the induced effects of climate change are being developed.

12. The case of Niger
Presenter: Mamani Malam Goga
Niger is a Sahelian country with an estimated population of 17,000,000 inhabitants in an area of 1,247,000 km². It has 8 regions and 63 departments in administrative districts. It is subdivided into 7 regional councils and 255 communes including 241 rural, 37 urban and 4 special status cities with 15 communal boroughs. Created post 1989 the Association of Municipalities of Niger was called the Association of Cities and
With democratization and full decentralization after the first local elections of 2004 and since the General Assembly of 2005, the NCVA became the Association of the Municipalities of Niger (NMA). Its bodies are the General Assembly and the National Executive Board. It has a permanent secretariat and regional offices. Every year it holds the days of the communes of Niger.

Local revenue is generated from a number of sources: direct taxes of property, business tax, synthetic tax, contribution of licenses, tax on commercial and external advertising, road tax, municipal tax, boat tax, artist tax, tax on carts operated for lucrative purposes, cycle tax, cattle trade tax, tax on unsanitary, dangerous and inconvenient establishments, city taxi operation fees, taxi-motorcycle operating fees, hotel tax, tax on hydrocarbon pumps and deposits of hydrocarbons, tax on gaming apparatus installed in public places, tax on nightly establishments, dancing, discotheques and restaurants with orchestras, tax on the exploitation of beverage flows, tax on the operation of video cassettes, tax on the operation of grain mills and levy on mining and oil revenues.

13. The case of Senegal
Presenter: Gueye Cheikh
Senegal has many years of experience in decentralization. The first local election was held in 1995 with the next to be held in 2019. In 2017 central government allocation to local authorities increased significantly. Internal mobilization of resources is through taxes on publicity, demolition taxes etc. Funds to local authorities are however, insufficient. The director discussed the significance of the

REGIONAL STRATEGY MEETING DAY 2

Introduction
Juliet Sale Mekone: Regional Director for West Africa

The Regional Director opened proceedings with announcements for the day. She emphasized the importance of holding revenue-generating projects such as the Regional Strategic Meeting and extended an invitation for members to contact the West Africa Regional Office for guidance on putting together similar events in their own regions. Members were also called upon to complete UCLG Africa surveys, as a matter of priority. Filmed highlights from the previous day were screened for members.
regional strategic meeting in bringing together key leaders from the host country and highlighted the expectations of local government. ‘This is an opportunity to share different perspectives, roles and responsibilities, expectations and strategies to strengthen local government in their respective countries for both local and continental programs.’

Members were invited to pose their questions and comments on the previous day. A request was made from one of the administrators from South Africa for clarity and an elaboration of the main thematic areas of the presentations: He proposed that specific strategies for member countries should be discussed and adopted for the achievement of the core objectives of decentralization.

The chair offered clarification with a brief overview of the thematic areas of the presentations for day one. Participants were instructed to refer to copies of the presentations for further details.

**Recap of Day 1**

**Charles Patsika – Director of Membership Development**

It is important that local government have responses to disaster management such as that which has occurred in Sierra Leone: For example the branch end of associations were not involved in disaster preparedness and need to engage in disaster situations when they occur.

**Professor Johnson Bade Falade – UCLG Africa Advisor**

With reference to the issue of the urban agenda the urbanization process had 2 scenarios given the probability of an influx of people in urban centres leading to an Africa of slums which would engender disorder from a lack of documentation; poor sanitation impacting on health; the spread
of disease and high crime; and a disorderly settlement of people: He stressed the need for local governments to address the challenges of urbanization, otherwise an increase in crime would be the likely scenario for African cities. Apathy would lead to disaster unless local government was proactive and developed strategies to combat the advent of disorder.

Water and sanitation were identified as other key issues that needed addressing. In a society that now has records there would be an insistence for greater accountability. Mayors were asked to take note and develop responses to address these potential hazards and avert these crises. This, he stated, was the new Urban Agenda. "Governments know it is their responsibility, but more important is the responsibility of local government to address this new urban agenda."

National associations discussed the status of decentralization and key programs and challenges that they were involved in, as well as their relationship with their local governments. There was some disappointment expressed by members concerning the state of decentralization in their respective countries and the lack of support they had received.

The regional strategic meeting was identified as a rare opportunity to strategize for future interventions, however some expressed their concern that presentations had not discussed or shared strategies to address the challenges. Presentations were critiqued as lacking strategic thinking and it was expressed that there was a need to define the issues clearly and strategize how they would be combatted in future.

Reviewed Agenda – Day 2
Following opening discussions, the agenda for the day was reviewed and members reminded that there would be further discussions about UCLGA strategic activities. Following this the membership were invited to respond with suggestions on ways UCLGA could improve the programs that they were disseminating on the grounds that the organization needed to understand the issues for individual local governments so that it could maximize the benefits of its programs.

Members’ responses to the agenda for Day 1
There was disappointment that there had been no opportunity to discuss the presentations that had been shared the previous day and as had been scheduled in the program. It was unanimously agreed that without an opportunity to give feedback or have a discussion of the content there was uncertainty regarding the benefits of the presentations.
A request was made asking that the Secretariat present a summation of the previous day and also that there be a withdrawal of the comment that members were ‘un-strategic’. Given the absence of an opportunity to comment on the previous day’s activities this was seen as a missed opportunity for members to have a response, critique or engage with the issues presented or to share and discuss strategies.

Mayor of Liberia
Commented on the lack of women in the Assembly and the necessity to include women in parliament stating that Liberia was working to address parity.

Mayor of Mali
Questioned the model from UCLGA and that it did not highlight the need to come with a strategy. He also defended members by asserting that everyone had not received the questionnaire and that this was not an indication of apathy declaring that Mali had complied and had ratified the convention.

Mayor of Nigeria
Highlighted the importance of aligning with the AU towards devolving power to the population and
how this could be explored to assist Nigeria.

**Professor Johnson Bade Falade - UCLG Africa advisor**
Defended members by stating that it was not the case that they (members) had not come prepared or that they had been expected to come with strategies. There was a need to show how to strategize. Regarding the issue of gender equality the pace was considered to be too slow. It was performance that was important. The demographics of women in the country meant that if women were fully engaged it was unlikely that men could dominate politics. He stated the need for a written law that set a minimum standard i.e. the percentage of women on ballot papers: “We need women included on the ballot paper. You can’t complain if women don’t engage.”

**Mayor of Benin**
Highlighted the need to record the salient issues from the previous day. “Everyone has referred to gender imbalance, but this needs broader discussion, how to change the dynamics. If constitutions do not address the imbalance what can local governments do? How can they take opportunities to be strategic? UCLGA needs to tackle the issues raised and the lack of strategies is evident from the floor.”

**Charles Patsika – UCLG Africa Director of Membership Development**
Reminded members that a memo had been sent out by UCLGA that clearly set out the expectations of the meeting. Members were asked to engage with the information sent out and to use it to prepare for meetings. A request was made for presenters to address the concerns and questions raised by the membership.
Further questions and comments from the floor referred to the lack of gender parity and the need to address this as a critical issue; as well as the challenges faced by the regions and the limitations of poor funding.

**Malika Ghefrane – REFELA Program Advisor**
Gender parity needs to be analyzed and a strategic response given. The Constitution has refused to introduce measures with regards to positive discrimination. Gender equality is already enshrined in the constitution but we need to bring pressure to adhere.

**Alioune Badiane – Rtd. Director of UN Habitat**
It needs regions to appreciate the challenges. This is an analytic period. In each country how can local authorities put measures in place when we have such variations? We are progressively evolving in sub-regional organizations. There are discussions and dialogues taking place in regions and sub-regions. There are challenges at local level, which are all different. There are mechanisms taking place we should take account of.
Regarding funding, we have seen how this is organized in seven countries. Funding is a problem. Funding necessitates a strategic response to the allocation of resources from the general to the specific.

**Former Mayor of the Northern Region, Ghana**
Gender parity is a major issue for both appointed and elected positions. We need to take a critical look at the paradigm. Most local men believe women will rule the world and their home. We need to sensitize them. Our duties and responsibilities are not as home keepers. We need to educate them about what women can do. Women are more responsible. We need to prove to the electorate women’s capabilities. We have 35 out of 260 Mayors. These 35 have brought unprecedented benefits to the regions, even though this is not 50/50. Male counterparts need to support women and not be threatened by them.
**Mayor of Benin**
We have 30% female representation. Senegal is ahead and has 50/50 representation. With respect to elections, women are generally far behind. Senegal should share its model with other countries and regions.

**Mayor of Mali**
There have been issues in power dynamics, especially in the north. There was a possibility of nomination of 1/3 but this was resisted and interpreted as an imposition. Decentralization needs economic viability. How can you decentralize with nothing in the coffers? (Local) Government has not been able to put in place the necessary infrastructure in 30 years and is reliant on the state.

**Professor Johnson Bade Falade - UCLG Africa advisor**
Gender equality is in the constitutions but there needs to be a way to enforce them. Local actions are necessary. The perception of local government and resource allocation as corrupt is true, but these are invalid excuses. Nigeria’s resources come from central government, but local government has no access to them. We have to improve capacity and image and improve the rule of law. All officers of local government should be elected not appointed, but this is still an issue, hence the lack of faith.

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**SESSION 3**
**Membership Status**
**Charles Patsika – Director of Membership Development**

Discussion surrounded membership status and the importance of active membership in the organization. UCLGA as a membership organization relies on its members to respond to requests for information. Members were reminded that they were sent questionnaires to affirm their membership. Benin, Ghana, Gambia Guinea, Nigeria, Senegal and Sierra Leone had not responded.

Membership declaration forms had been received from Mali, Togo and Cote d’Ivoire, however forms for Benin, Ghana, Gambia, Guinea Bissau, Niger, Nigeria and Sierra Leone had not been received. The Chair, UCLGA General Secretary, queried why some members had failed to affirm their membership status and asked for an explanation. He questioned whether this was an indication that they no longer wished to have membership. In such a case, UCLGA would be unable to continue to provide information and support if members did not comply with requirements for membership.

Membership status:
- Benin: Completed and submitted membership forms that morning
- Ghana: Completed and submitted membership forms that morning
- Sierra Leone: Completed and submitted
- Gambia: Completed and submitted April 25th
- Guinea (Conakry): Completed and submitted
- Niger: Not completed
- Guinea Bissau: Not completed
- Nigeria: Not completed (will attend to on return to Nigeria)
- Senegal: Not completed
- Cabo Verde: Not completed

The chair requested that representatives from Sierra Leone, Gambia, Guinea, Guinea Bissau, Senegal, Cabo Verde and Niger have a side meeting with the secretariat to explain and clarify any issues.
Secretary General and Chair: Jean Pierre Elong Mbassi on membership status

Reiterated the importance that UCLGA has a formal membership in order to identify needs in capacity and learn from each other, e.g. South Africa working in collaboration with Mozambique and sharing best practice. Membership commitment demonstrated the level of seriousness in building Africa. ‘UCLGA is your network. A strong network highly respected. It is important that membership respects the network and makes use of it.’

Other issues regarding membership included criticism of the lack of attention paid to the membership forms in particular the poor and incomplete responses to questions as well as poorly written information. Mali was the only country that had completed the form extensively and filled out all relevant sections. Other countries had been negligent in doing so.

It was stressed that programs could not flourish without full participation: For example, UCLGA would have a far stronger position within ECOWAS if it had a full and active membership. Membership would also lead to automatic membership of UCLG. Membership status would cover 2 categories, direct and associate membership. Direct membership for large cities (groupings of 100,000+) and associate membership for smaller cities (less than 100,000 inhabitants.)

A New Directive regarding membership status was issued stating that all members must now pay dues and that only Pre-2016 lapses would be expunged.

Professor Johnson Bade Falade – UCLG Africa advisor

There is an issue with regards to making local government pay its membership dues, even though it is a small amount. In Nigeria, if the money has not been allocated in the budget then it is not accounted for and therefore will not be paid. The issue is about getting money from government in general. Local governments need to campaign to have membership dues included in their budget otherwise it will not be paid. Currently there is a drive towards transparency and accountability under President Bahari’s anti-corruption drive. As such if it is not included in the budget then it will NEVER be paid. Nigeria may be a particular case in point unlike other countries and regions.

SESSION 5
UCLG AFRICA AND UCLG WORLD PROGRAMS

Transparency and Integrity – Introduction
Presenter: Charles Patsika - Director of Membership Development

Opening his presentation the Director announced this as one of the most important issues for local government. Concern was expressed at the lack of transparency in local government. UCLGA announced it was developing a program on transparency and integrity with 2 pilots in Uganda and Namibia. He stated that improved transparency came with partnership and anti-corruption reform and methodologies to measure corruption in order to better understand its impact on service delivery. It was important to create greater awareness as to the scale and impact of corruption and to develop appropriate systems to detect corrupt practices. In summary, UCLGA was at the next stage of creating a transparency index to show the extent of transparency. Details of the program were available in the reference papers.
The following presentation discussed the framework of transparency and integrity at national level including the tools and measures that had been developed. Local authorities were now recognized as key players and as such there has been a shift with a focus on accountability to people at local level. This was important for sharing what local governments are doing. Local government would be scrutinized much more closely on governance.

Questions posed to members:

Is local government providing space for participation?
In order to achieve this there is a need to access information at the local level. As such there is a need for modern tools such as websites for municipalities and to decide what key elements need to be included. Only then can we talk about transparency.

Is this the right approach? Are we fair to citizens if they don’t have access to information, such as budgets?
Local government needs to be proactive to provide information therefore it is important to engage and provide feedback to UCLGA so that they can devise tools.
Equally the need for a website is a pertinent question. The difficulty is access to the Internet in local areas, especially rural communities where literacy is also an issue. We are trying to develop a project where information is available and can be communicated via mobile phones.

Members’ responses

Former Mayor of the Northern Region of Ghana
The lexicon of transparency is fine but accountability is more of an issue. We need to understand the mindset and culture in these government agencies. Corruption is intrinsic and people don’t understand or perceive it as corruption because it is endemic.

Alioune Badiane – Rtd Director of UN Habitat
What is needed is trust between the state and local government. This hinges more on local government than citizens. All citizens who want to engage should be able to. Other considerations are several countries and towns have limited sources of power. Solar is a viable response that will enable people to express themselves. A fundamental question is how to construct a relationship between the state and the masses. Corruption is a difficult issue, an issue of trust.

Professor Johnson Bade Falade – UCLG Africa Advisor
The level of understanding at local, national and international levels is different. There are limitations at local level, such as audited accounts etc., which many have not done. Information is not always
clear and is dependent on verbal justifications. Resources are not available for projects at the local level.

**Mayor of Monrovia**
Donors want to assist but they come with goals and agendas and expect responses to their agenda, not issues that are relevant to local people. People should be able to set their own priorities. Some have no capacity for websites. What other means exist for transparency?

**Ghana**
Regarding transparency, mechanisms exist and associations are trying to educate local people. It was observed that there was a sense of readiness for change and that the issue of access was a valid point, however issues relating to groups who do not have access to the Internet could be addressed. Urbanization required progress and the Internet was part of the future. Accountability is part of transparency. It is possible to ensure accountability is implemented and information can be shared continent wide.

It was suggested that an advisory group be created to consult and develop tools that can be adopted so that Africa was ready to face the world. ‘Some of us hide behind national government. Local government has to be ready to take account of ourselves.’ Members were informed that they would receive all presentations on USB sticks at the end of the meeting.
The afternoon session opened with a presentation on branding, communications and websites as an effective tool for communication for member organizations.

Websites were discussed as an essential tool for organizations in their brand development and strategic communications. The marketing team offered all fully paid members access to the UCLGA web portal with the offer of a free members page, which would enable national associations to communicate more effectively with their constituencies. Given the number of national association members, only Mali, Benin, Cote d'Ivoire, Ghana, Guinea and Togo had websites.

Examination of websites in member countries revealed that Ghana was one of the worst regions. This raised the question whether associations were really communicating with their constituency, their citizens and their partners. Of those that existed, some websites had no physical or email address. Equally some had not been updated since 2015. The question was posed to NALAG whether ECOWAS-WARO could really expect to engage with members without a website.

UCLGA have bought licenses to standardize websites across Africa. The first country to benefit is South Africa, SALGA.org as well as UCLGA who have launched a new interactive website with 10,000 followers featuring current and relevant information that will benefit all of its members.

Emphasis was on the need to have world-class technology as a solution to issues of transparency and accountability and as a response to the stereotype that Africa is not the ‘dark continent’ as largely perceived. Attention was drawn to a letter that had been circulated asking all to sign their commitment to the need for a web presence as a testimony of engagement.
Benefits of a website were described as follows:

1. A one point contact system with an active email address.
2. Low band width (addressing some concerns expressed earlier about access to the internet)
3. Able to carry your office on your phone
4. The website technology would not need updating for the next 10 years
5. Website was scalable and could be applied to any organization
6. Payments could be made online. (Most local governments do not have this facility)
7. Anyone could be trained to use the website (Avoiding the need an IT specialist).
8. Able to carry out live broadcasting for radio and TV (see Africities for reference).
9. Information could be kept in one place making updating of sites easy (Fears about Cloud technology were misplaced).
10. No need to pay monthly subscriptions for maintenance, which would reduce cost. (Only need for a single payment system for maintenance and deployment of information).
11. Search engine optimization would mean the website was easy to locate
12. Social media integration (Information could be disseminated quickly and connect easily to other national association websites)
13. A single platform allows for a standardized look for local governments across Africa. i.e. A Standard Local Government Website Template
14. Makes transparency real
15. Filters questions so can create FAQs sheets (frequently asked questions)
16. Enhances communication between local and national governments.

Members’ responses

Responses from the floor elicited disagreement that no local associations in Ghana had websites, with Tema quoted as an example. Whilst there was some agreement that websites did exist, the issue of whether they were credible websites was raised with emphasis placed on web visibility, the number of visits to the site, availability of targeted information, downloadable documents, frequency of updates etc.

Juliette Sale Mekone – Regional Director for West Africa

Emphasized the importance of updating information as well as developing branding and marketing stating that it was important to determine how much information people were actually getting from existing websites. Local governments needed to be sellable and visible and attracting followers was equally important. This could only be done with an active website. Sites that were only updated 5-10 years ago were not productive.

Alioune Badiane – Rtd. Director of UN Habitat

Expressed his surprise that the mayors and local authorities were not asking how they could be helped instead of being defensive, stating that the lack of engagement was shocking. He requested that more be done to offer incentives to members to make the necessary change.

Jean-Pierre Elong Mbassi - Secretary General of UCLGA

Referred to the presentation by Chantal Uwumana, which spoke about transparency and that the members’ responses were an answer to her questions on the role of technology and transparency. ‘Websites are a mirror. A lack of response in the audience shows how unengaged people are with technological knowledge.’

The Secretary General outlined the huge benefits of engaging with technology stating that mayors
do not have an understanding of what modern communication is and that this was why no one was asking questions. He echoed the presentation emphasizing that the Internet allowed one to trade, access information and share information with citizens. He proposed training with cities that have the Internet to demonstrate the ways in which it had benefited them. 'Information is power. The more information you give the more powerful you are. Look at mobile technology. Technology is already ours. We use it to communicate with families, children etc. abroad. Why are we shy to adopt what is at our disposal.'

There was some critique of UCLGA and the need to review how they were sharing information with members and the importance of demonstrating the potential of technology.

**Former Mayor of the Northern Region of Ghana**
The presentation was challenged on the grounds that the technology was only available to fully paid members and that this was exclusionary. There were members who still believed they needed a Webmaster and not all were competent to handle websites. Training was essential, i.e. how to access information. Perhaps Africities was the forum to offer initial training as some members were perhaps, too embarrassed to declare their ignorance.

**Juliette Sale Mekone— Regional Director for West Africa**
Requested a demonstration of the country information available on the free page and argued that that this information was sufficient as it did not brand the cities or give any city specific information.

**Jewel Adjei – IT Consultant**
In response to the issue of the website being accessible to fully paid members only, he shared the example of Kenya and its tourism sector. Kenya was integrating all information for county governors and though not a fully paid member, were coming to an arrangement with UCLGA to raise funds through their website to pay off their dues. The same was true for Namibia and Lesotho who were showing interest based on the benefits they could now see and Cote d'Ivoire, who have a site with followers and want to update. They had requested help to develop their websites further.

**Jean Pierre Elong Mbassi – Secretary General UCLGA**
Emphasized the counter-productivity of a dormant site, which he said had no value and could not be considered a website. Old websites destroyed the portal and impacted on the UCLGA portal. Transparency would allow for responsible suppliers to be procured, i.e. transparency in the procurement of technicians and expertise, (i.e. not your cousin); it would mean one could put tendering on the platform and attract real expertise and dynamism in services offered and delivered.

**Alioune Badiane - Rtd. Director of UN Habitat**
There is no more efficient way to levy revenues and attract revenues than a website. You need a champion to demonstrate how resources can be maximized through a website. In your own houses your sons and daughters have this knowledge and expertise. This is the future of Africa. People needed to see what it could do.

Mr Adjei informed members that he was attending a meeting in Brussels which was looking for websites to champion and would channel money to support their development and progress. In his summation he highlighted that standardization was the key and that most websites were not fit for purpose and therefore could not be used to champion the continent stating that, ‘with over $1.2 billion for partners we cannot access this without full engagement with the international community.’ He agreed to share feedback from the Brussels meeting and that both he and the Communications Director, Em Ekong, were available to answer any questions and to offer their advice and help.
REFELA: Strategies for enhancing Women’s participation in Local Governance.
Presenter: Malika Ghefrane – REFELA Program Advisor

REFELA’s presentation highlighted strategies for enhancing women’s participation and the importance of the network as an intervention. She shared the history of REFELA, which was initiated by UCLGA and the Moroccan government at a forum held in March 2011 concerning the activity of women with a mandate based on elections held every 3 years. Since 2016 REFELA has had a permanent commission to work on gender issues and has two mandates focusing on advocacy for the economic improvement and independence of women and the economic improvement and independence of women. Concerns about gender were at the heart of local strategy, as well as priorities concerning youth.

REFELA has a platform, strategic with SDG13, which focuses on capacity and strengthening of the network, visibility and the development of partnerships and mobilization with technical support. At each point there are developments in place for representation and advocacy at the national level. It is a network that promotes positive participation but Ghana, though it has a lot of female potential, does not have a REFELA. National associations were called upon to meet their responsibilities and to commit to the network.

REFELA are currently in the process of putting actions in place to protect children on the streets and work towards the empowerment of women and their economic development. The network is organizing a pilot committee that works at an international level campaigning against violence against children and women and will submit its report at the Africities Summit analyzing this phenomenon. REFELA will also be looking at the rating of African cities with regards to leadership and empowerment and will have an advisory role, which will examine the representation of women and their economic empowerment. It was stressed that it was incumbent for all the associations to develop partnerships and to mobilize people to sign on with international partners to institute a plan for national associations and local governments to implement actions and strategies for the advancement of this agenda.

Members’ responses

Chair: Jean Pierre Elong Mbassi – UCLGA Secretary General
Associations need to create a space for REFELA chapters in their organizations. All national associations should have a chapter of REFELA to further the REFELA agenda. This needs compliance from all to resolve and address the agenda of gender.

Mayor of Benin
It is not for Africities and strategic meetings to address this. It should be across the board and associations should be anticipating these problems. Associations have a role to play, to challenge these gangrenous problems with increasing urbanization.
Mdm. Najat Zarrouk – Director of ALGA
The mandate is to empower women wherever they are. ‘Human rights are women’s rights and women’s rights are human rights.’

Mayor of Liberia
Liberia feels very strong about violence. This is a very big issue for women in Liberia and across Africa. ‘We will make REFELA strong and you will hear from us as soon as we get back. We are all on board.’

The question was raised: What does UCLGA offer to REFELA?
Response from the Chair: Jean Pierre Elong Mbassi
REFELA is part of the standing committee of national associations with both space and staff and UCLGA provides these resources. REFELA is not an external association. It is part of the standing committee.

SESSION 6
AFRICITIES 2018: MARRAKECH, MOROCCO

Presentation of Africities 2018
Presenter: M. Fouad Omari -Association Marocaine des Presidents de Conseils Communaux AMPCC

The Africities 2018 presentation was delivered by M. Fouad Omari; the representative from the Association Marocaine des Presidents de Conseils Communaux AMPCC, Morocco. Africities was described as a continental event, but its sustainability was under severe threat. As a result, the organization had sought temporary support from UCLGA. He emphasized that the event would take place from November 20-24, 2018 and encouraged members to participate as it will offer the opportunity to meet with a high level tripartite panel comprised of city mayors, ministers and politicians to discuss the future of African cities. It would also enable members to renew their commitment towards building resilient cities in Africa through a unified force. An outline of the program was projected and introduced to participants.

OFFICIAL CLOSURE

Announcements
Mdm. Najat Zarrourk, Director of the African Local Government Academy (ALGA) reminded members of the meeting scheduled with the Focus Group on UCLGA human resources and activities, for Wednesday, May 30th, 9:00am at the Tang Palace Hotel.

Following the playing of the new anthem for the strategic meetings and a heartfelt thanking of all members for their attendance and participation, the Regional Strategic Meeting for West Africa was declared closed by the Chair, Secretary General of UCLG Africa, Jean Pierre Elong Mbassi, after which a final press conference was held.
APPENDIX

PRESENTATION DU NIGER

- Pays sahélien le Niger a une population estimée à 17 000 000 d’habitants sur superficie de 1 247 000 km².
- Il compte: 8 régions et 63 départements circonscriptions administratives
- Il est subdivisé en 7 conseils régionaux et 255 communes dont 241 rurales, 37 urbaines et 4 villes à statut particulier comptant 15 arrondissements communaux.

PRESENTATION DE L’AMN


POINTS DE PRÉSENTATION (1)

- Le rappel du cadre constitutionnel de l’action des collectivités locales dans le pays;
- Le cadre législatif relatif à la situation des transferts de compétences dans le pays,
- L’état de la démocratie locale (élections locales dans le pays),
- L’état des transferts financiers du pouvoir central vers les gouvernements locaux,
- La situation des ressources propres des collectivités locales (capacité de mobilisation des ressources locales propres).

POINTS DE PRÉSENTATION (2)

- État des ressources humaines des collectivités locales du pays (Formation, niveau du personnel et mode de recrutement),
- Transparence dans la gouvernance locale,
- État de la participation citoyenne,
- Représentation du genre dans les conseils locaux,
- Participation des collectivités locales aux programmes et politiques nationaux de changement climatique.

CADRE CONSTITUTIONNEL DE L’ACTION DES COLLECTIVITÉS LOCALES DANS LE PAYS

Article 164 de la constitution du Niger:
- L’administration territoriale repose sur les principes de la décentralisation et de la déconcentration.
- Les collectivités territoriales sont créées par une loi organique. Elles s’administrent librement par des conseils élus.
- La loi détermine les principes fondamentaux de la libre administration des collectivités territoriales, leurs compétences et leurs ressources.

CADRE LÉGISLATIF RELATIF À LA SITUATION DES TRANSFERTS DE COMPÉTENCES DANS LE PAYS

- 2013: Création du comité national de transfert des compétences et des ressources aux CT.
- 2014: Prise d’une directive gouvernementale qui définit les domaines de transfert (Education, Santé, Environnement, Hydraulique et Assainissement).
- 2016: Prise des décrets définissant les compétences transférées;
- 2016: Prise des arrêtés (2016) (ministères sectoriels)
- Prise d’un décret adoptant le plan quadriennal de transfert des ressources (2018-2021) avec un plan d’accompagnement technique.

DÉMOCRATIE (ÉLECTIONS LOCALES DANS LE PAYS)

- Dernière élections locales: 2011
- Durée du mandat: 5 ans
- Prolongation du mandat des élus locaux (depuis 2016) sans que cela dépasse 5 ans.
- Prochaines élections générales 2020
TRANSFERTS FINANCIERS DU POUVOIR CENTRAL VERS LES GOUVERNEMENTS LOCAUX

- L’État appuie les CT à travers deux types de fonds: Fonds de Péréquation (FP) et Fonds d’Appui à la Décentralisation (FAD)
- Création par l’État de l’Agence Nationale pour le Financement des Collectivités Territoriales (ANFICT)
- Transfert des compétences: processus en cours et très avancé pour le transfert des ressources aux communes en 2018

RESSOURCES PROPRES DES COLLECTIVITÉS LOCALES (CAPACITÉ DE MOBILISATION DES RESSOURCES LOCALES PROPRES),

2) Impôts et taxes indirects:
- Taxe sur les consommations et marchandises consommées: taxe de stationnement et vente sur les trottoirs et places urbaines, taxes des charniers, taxe d’abattage des arbres de branche, taxe sur les spectacles et divertissements, taxe de stationnement sur la voie publique des véhicules d’occasion destinés à la vente, taxe sur la production agricole, taxe sur le droit de sortie des véhicules de transport public de personnes ou de marchandises
- Les taxes rémunératoires:
- Les redevances des pêcheurs: taxe d’identification des animaux, taxe de gestion publique pour animaux et véhicules, taxe de la pêche, taxe de parking, taxe d’établissement des actes de cession des terrains, taxe sur les contrats de mises en valeur, taxe de mutation du titre provisoire de propriété, taxe sur la construction, taxe de parking, taxe d’établissement des titres de propriétés

3) taxes de mobilisation des ressources propres (40% en moyenne)

TRANSPARENCE DANS LA GOUVERNANCE LOCALE

Se fait à travers:
- La tenue des conseils communaux qui sont publics
- Affichage des délibérations des conseils communaux est obligatoire
- Deux fois par an le maire est tenu de faire l’état de la commune aux populations à travers des réunions populaires
- L’envoi des comptes de fin d’année et des comptes administratifs à la cour des comptes à la fin de chaque exercice annuel
- Audits des conseils communaux chaque année
- Création des cadres de concertations au niveau communal

REPRÉSENTATION DU GENRE DANS LES CONSEILS LOCAUX

- Au Niger la loi confère aux femmes un quota de 10% aux postes électifs et 20% aux postes de nomination (il y a 10 femmes maires et 14 maires adjointes);
- la taille des conseils est de 11 à 25 conseillers dans les communes.

RESSOURCES PROPRES DES COLLECTIVITÉS LOCALES (CAPACITÉ DE MOBILISATION DES RESSOURCES LOCALES PROPRES),

- Impôts et taxes des communes:
- Taxe immobilière, taxe professionnelle, impôt synthétique, contribution des licences, taxe sur la publicité commerciale et extérieure, taxe de voirie, taxe municipale, taxe sur les embarcations, taxe sur les artistes, taxe sur les chambres exploitées à des fins lucratives, taxe sur le cycle, taxe sur le commerce du bétail, taxe sur les établissements insalubres, dangereux et incommodes, taxe d’exploitation de taxi-moto, taxe d’hôtelerie, taxe sur les pompes d’hydrocarbure et dépôts de colis d’hydrocarbure, taxe sur les appareils de jeux installés dans les lieux publics, taxe sur les établissements de nuit, dancing, discothèques et restaurants, taxe sur les transports, taxe sur l’exploitation des déchets de boucherie, taxe sur l’exploitation des déchets de moulins à grains, le prélèvement sur les recettes minières et pétrolières

RESSOURCES HUMAINES DES COLLECTIVITÉS LOCALES DU PAYS (FORMATION, NIVEAU DU PERSONNEL ET MODE DE RECRUTEMENT),

- Insuffisance des ressources humaines surtout dans les communes rurales ;
- Formées en fonction des interventions et besoins des partenaires techniques et financiers ;
- Le niveau des agents est de manière générale moyen ;
- Le recrutement est effectué par les communes ;
- L’État met également des agents à la disposition des communes notamment les receveurs des communes

ETAT DE LA PARTICIPATION CITOYENNE

- La participation citoyenne est faible et cela pour plusieurs raisons : insuffisance d’information et de prise de conscience, faiblesse de redaction des comptes ...
- La participation aux séances publiques des conseils est très faible.

PARTICIPATION DES COLLECTIVITÉS LOCAUX AUX PROGRAMMES ET POLITIQUES NATIONAUX DE CHANGEMENT CLIMATIQUE

Les collectivités locales participent bien aux programmes et politiques nationaux de changement climatique à travers la mise en œuvre des projets et programmes relatifs à cette thématique avec des actions sur le terrain: responsabilisation des CT par l’État dans la mise en œuvre de la loi sur l’interdiction des sachets en plastique (loi N° 2014-63; et son décret d’application)
La première expérience de décentralisation territoriale de la Côte d’Ivoire date de l’époque coloniale ou des communes de différents statuts, ont été créées à travers le territoire.

Toutefois, à l’indépendance, en 1960, seules les communes de plein exercice d’Abidjan et de Bouaké étaient encore fonctionnelles.

A partir des années 1970 le débat autour de la décentralisation est engagé.
La première loi de décentralisation de la Côte d’Ivoire indépendante intervient en 1978.
La mise en œuvre de cette nouvelle vision devient une réalité en 1980, à travers l’adoption de plusieurs autres textes législatifs et réglementaires puis l’organisation des premières élections locales.

Constitution du 3 novembre 1969:

TITRE X - DES COLLECTIVITÉS TERRITORIALES

Article 68 : La loi fixe les conditions de création et de suppression des collectivités territoriales. La loi détermine les principes fondamentaux de la libre administration des collectivités territoriales, de leurs compétences et de leurs ressources.

Constitution du 1er août 2000:

TITRE XII - DES COLLECTIVITÉS TERRITORIALES

Article 115 : La loi détermine les principes fondamentaux de la libre administration des collectivités territoriales, de leurs compétences et de leurs ressources.

Article 120 : Les Collectivités territoriales sont les régions et les communes.

Article 121 : Les autres collectivités territoriales sont créées et supprimées par la loi.
A ce jour, la répartition des compétences entre l'État et les collectivités territoriales est régie par la loi n° 2003-208 du 7 juillet 2003 (portant transfert et répartition de compétences de l'État aux collectivités territoriales).

Cette loi détermine 16 domaines de compétences répartis.

Elle devrait être complétée par plus d’une trentaine de décrets d’application dont les 2/3 sont encore attendus.

Les 16 domaines de compétences répartis.

1. Aménagement du territoire
2. Planification du développement
3. Urbanisme et habitat
4. Voies de communication et réseaux divers
5. Transport
6. Santé, hygiène publique et contrôle de la qualité
7. Protection de l'environnement
8. Sécurité urbaine et protection civile
9. Éducation scientifique et formation professionnelle
10. Action sociale, culturelle et de promotion humaine
11. Sport et loisirs
12. Promotion du développement économique
13. Promotion du tourisme
14. Communication
15. Hydrocarbures et électricité
16. Promotion de la jeunesse, de la femme et de l’enfant

Une mise à jour de la loi de 2003 s'impose, dans la mesure où le paysage de la décentralisation a depuis connu des modifications notables : de 5 échelons de collectivités à 2 / 3.

En outre, d’autres textes postérieurs à 2003 ont apporté des modifications notables à la loi 2003-208, réduisant les compétences des collectivités territoriales.

Les sources de financement du développement communal sont :
- les recettes propres de la commune ;
- les dotations et subventions que l’État accorde à la commune ;
- les fonds issus des rapports avec des partenaires (nationaux, extérieurs ou internationaux).

En raison des règles de gestion imposées par l’État, certaines recettes propres (ex impôts partagés), à l’instar des dotations et subventions de l’État sont centralisées et font l’objet de transferts.
Ces transferts financiers de l’Etat aux collectivités territoriales ne se font pas sans désagréments pour ces dernières.

En effet, les collectivités territoriales reprochent aux services de l’Etat, notamment, trésor et services des impôts, entre autres :
- absence de communication (partage) des informations relatives à l’assiette fiscale et au volume des impôts recouvrés au niveau local ;
- manque de transparence dans la répartition des impôts partagés ;
- Transferts et reversements tardifs, irréguliers et non entiers.

Une des principales grognes des collectivités territoriales vis-à-vis de l’Etat est l’insuffisance de ces transferts financiers, et plus généralement, l’insuffisance des ressources affectées à l’exercice des compétences transférées.

En effet, au titre de l’année 2018 :
- budget de l’Etat : 676,3 milliards
- part prévue pour l’ensemble des CT : 65,7 milliards, soit 9,7%
- dont part des communes : 21,2 milliards, soit 3,1 %

Nous espérons que le Comité National de Finances Locales dont la création est envisagée, pourra permettre de réguler et améliorer les transferts Etat – CT, et, plus généralement, les finances locales.

Ce sujet était à l’ordre du jour d’une récente rencontre entre la Direction Générale du Trésor, les collectivités territoriales et leurs fédérations nationales.

L’objectif de cette seance de travail visait à adopter des stratégies communes et vue de l’optimisation du recouvrement des ressources locales.

Toutefois, il est ressorti que la capacité de mobilisation de ressources locales est aussi et surtout fonction de la fiscalité locales. En effet les impôts et taxes locales sont déterminés par les lois et réglements avec un rôle prépondérant accordé aux services impôts de l’Etat.

Le mode de recrutement est défini par l’article 9 de la loi n° 2002-04 du 3 janvier 2002 portant statut du personnel des CT.

« L’exécution de la collectivité territoriale recrute et nomme le personnel des collectivités territoriales, conformément à la délibération relative au cadre organique des emplois approuvé par l’autorité de tutelle. La suspension d’un agent relève de sa seule compétence. »

Le recours à un mode de recrutement concurrentiel (organisation de concours) n’est pas obligatoire.

D’une collectivité à l’autre, le niveau moyen du personnel est variable.

Le personnel d’encadrement (SG, directeur et chef de service) est généralement mis à disposition (affecté) par l’Etat.

Toutefois, les élus se plaignent bien souvent du niveau de technicité et de loyauté de ce personnel fonctionnaire.

La plupart du personnel localement recruté n’a pas reçu de formation initiale spécifique aux « métiers des collectivités territoriales ».

Des établissements d’enseignement supérieur de création récente existent dans le Pays.

Les offres de formation continue sont insuffisantes et onéreuses, lors qu’il s’agit d’initiatives privées.

L’UICOCI depuis 3 ans, organise des séminaires de formation par région à l’endroit des élus et du personnel d’encadrement.

En somme, la grande majorité du personnel demeure dans le besoin.
8. ETAT DE LA PARTICIPATION CITOYENNE :

- Aux termes de la loi, les réunions des conseils des CT sont publiques. Cela est une réalité depuis l’existence des communes (1980).
- En plus des réunions du conseil, certaines CT développent d’autres initiatives d’écoute et d’échanges avec les populations locales, soit directement, soit à travers leurs représentants.
- Plusieurs communes sont engagées dans l’expérimentation du processus budget participatif.

Le 6 février 2015, l’UVICOCI a encouragé cette dynamique à travers un séminaire organisé au profit de l’ensemble des maires.

9. PRÉSENTATION DU GENRE DANS LES CONSEILS :

A l’issue des élections locales d’avril 2013, la représentation des femmes au sein des organes municipaux se présente comme suit:

<table>
<thead>
<tr>
<th>Rôle</th>
<th>Totaux</th>
<th>Élu·es locales</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maire</td>
<td>197</td>
<td>11</td>
<td>5.6</td>
</tr>
<tr>
<td>Adjoint·es au maire</td>
<td>661</td>
<td>60</td>
<td>9.1</td>
</tr>
<tr>
<td>Conseiller·e·s municipaux</td>
<td>5928</td>
<td>440</td>
<td>7.4</td>
</tr>
</tbody>
</table>

En ce qui concerne les régions, la situation à la même date est la suivante:

<table>
<thead>
<tr>
<th>Rôle</th>
<th>Totaux</th>
<th>Élu·es locales</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Président·es</td>
<td>31</td>
<td>1</td>
<td>3.2</td>
</tr>
<tr>
<td>Vice-président·es</td>
<td>119</td>
<td>6</td>
<td>5.0</td>
</tr>
<tr>
<td>Conseiller·e·s régionaux</td>
<td>1156</td>
<td>107</td>
<td>9.3</td>
</tr>
</tbody>
</table>

9. PRÉSENTATION DU GENRE DANS LES CONSEILS :

A l’issue des élections locales d’avril 2013:

- 11 femmes ont été élues maires sur 197 communes
- 1 femme a été élue présidente de conseil régional sur 31
- 60 femmes ont été élues adjoint·es aux maires
- 6 femmes ont été élues vice président·es
- 440 femmes ont été élues conseiller·e·s municipales
- 107 femmes ont été élues conseiller·e·s régionales

10. PARTICIPATION DES CT AUX POLITIQUES DE CHANGEMENT CLIMATIQUE :

- Forte participation des élus locaux ivoiriens à la COP 21 et à la COP 22
- Organisation du sommet des régions et villes d’Afrique pour le climat, à Yamoussoukro, en juin 2015, par l’ARDCI et l’UVICOCI.
- Participation à des activités initiées par le ministère en charge de l’environnement
- Existence de plan et projet au niveau de certaines CT en matière de changement climatique.

UVICOCI
Union des Villes et Communes de Côte d’Ivoire

vous remercie
PLAN DE LA COMMUNICATION

I. Le cadre constitutionnel de l’action des CT au Burkina Faso

II. Le cadre législatif relatif à la situation des transferts de compétences

III. L’état de la démocratie locale (des élections locales)

IV. L’état des transferts financiers

V. La situation des ressources propres des CT (capacités de mobilisation)

VI. L’état des ressources humaines des CT

VII. La transparence dans la gouvernance locale

VIII. L’état de la participation citoyenne

IX. La situation du genre dans les conseils locaux

X. La participation des CT aux programmes et politiques nationaux de changements climatiques

APERCU DE LA MISE EN ŒUVRE DE LA DECENTRALISATION AU BURKINA FASO

Réunion stratégique CGLUA

Accra - 28 et 29 mai 2018

INTRODUCTION

• Au Burkina Faso, le processus de la Décentralisation est inscrit dans la constitution de 1991.

• Les premières élections ont été organisées en février 1995 et ont concerné 33 communes dites de plein exercice.

• La communisation intégrale est intervenue en 2006 et a porté le nombre de communes à 351 dont 49 urbaines et 302 rurales. 13 régions CT ont été également mises en place.

I. Le cadre constitutionnel de l’action des CT au Burkina Faso

• La constitution stipule: La décentralisation consacre le droit des CT à s’administrer librement et à gérer des affaires propres en vue de promouvoir le développement à la base et de renforcer la gouvernance locale.

II. Le cadre législatif relatif à la situation des transferts de compétences

• Le cadre juridique de la décentralisation : un cadre riche et bien fourni, un terrain bien balisé

• - Loi 055-2004/AN du 21 décembre 2004, portant CGCT et textes d’applications

• - Loi n°027-2006/AN du 21 décembre 2006, portant régime juridique applicable aux emplois et aux agents des collectivités territoriales et textes d’application

• - Loi n°14-2006/AN du 9 mai 2006 portant détermination des ressources financières et des charges des collectivités territoriales et textes d’application
III. L’état de la démocratie locale (les élections locales)
- Premières élections municipales en février 1995
- Deuxièmes élections en octobre 2000
- Troisièmes élections en mai 2006
- Quatrièmes élections en décembre 2012 (mandat écourté en octobre 2014 suite à l’Insurrection populaire)
- Cinquièmes élections en mai 2016

IV. L’état des transferts financiers
- Le volume global des transferts financiers aux CT s’élève à 175 milliards de FCFA de 2000 à 2017.
- En 2017 ce transfert était de 57 507 708 000 FCFA
- Ce qui représente 5,17 % du budget de l’Etat en 2017
- En terme de projection, un projet de feuille de route fixe à:
  - 10% en 2018
  - 12,5 % en 2019
  - 15 % en 2020 la part du budget de l’Etat allouée aux CT

V. La situation des ressources propres des CT (capacités de mobilisation)
- Faible maîtrise de l’assiette fiscale par les CT,
- Insuffisance des ressources humaines propres affectées à la mobilisation des ressources,
- Insuffisance dans l’accompagnement des services techniques déconcentrés de l’Etat en la matière,
- En termes de volume, les ressources propres des CT ne sont pas loin de 4% du budget de l’Etat;

VI. L’état des ressources humaines des CT
- Un déficit de personnel en quantité et en qualité,
- On distingue trois types d’agents :
  - Les agents propres des CT,
  - les agents mis à disposition par l’Etat,
  - les agents mis à disposition par les projets et programmes.

VII. La transparence dans la gouvernance locale
- La loi fait obligation aux pouvoirs locaux de rendre régulièrement compte de leur gestion,
- Les autorités locales organisent tant bien que mal des exercices de redévelopabilité (production de comptes administratifs, tenue d’espaces de dialogue et d’interpellation citoyenne)

VIII. L’état de la participation citoyenne
- Un certain engouement autour des élections locales,
- Participation à l’élaboration des plan locaux de développement et à leur mise en œuvre,
- Rôle de veille à travers les Associations (OSC),
- Intérêt de plus en plus manifeste pour les espaces de dialogue et d’interpellation.

IX. La situation du genre dans les conseils locaux
- Globalement on note une faible représentativité des femmes au sein des conseils des gouvernements locaux,

<table>
<thead>
<tr>
<th>Manche 1</th>
<th>Hommes</th>
<th>Femmes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1er mandat</td>
<td>1 545</td>
<td>122</td>
<td>1 667</td>
</tr>
<tr>
<td>2nd mandate</td>
<td>864</td>
<td>225</td>
<td>1 089</td>
</tr>
<tr>
<td>3rd mandate</td>
<td>51 386</td>
<td>6 400</td>
<td>17 786</td>
</tr>
<tr>
<td>4th mandate</td>
<td>8 100</td>
<td>4 422</td>
<td>12 522</td>
</tr>
<tr>
<td>5th mandate</td>
<td>5 650</td>
<td>3 379</td>
<td>8 029</td>
</tr>
</tbody>
</table>

A. La participation des CT aux programmes et politiques nationaux de changements climatiques
- La dimension environnementale est prise en compte dans les plans communaux de développement,
- Des actions de résilience dans le sens de l’atténuation des effets induits du changement climatique sont développées par les CT,
- L’AMBF est représentée dans des structures en charge des questions liées aux changements climatiques au Burkina (FIE, CONNED, IGMMVS).
CONCLUSION

- Malgré l’extension spatiale et thématique opérée depuis 2009 et confirmée avec l’adoption de 21 décrets portant modalités de transferts de compétences et des ressources, le processus d’opérationnalisation des transferts reste globalement inachevé.
- Toutefois, les acquis rendent le processus pratiquement irréversible et le passage à un nouveau cycle de la décentralisation (Cycle III) entamé en 2014 où une vision prospective par la formulation des nouveaux référentiels.

DECENTRALIZATION IN LIBERIA

The Republic of Liberia is a resource rich and war torn country of West Africa in the process of rebuilding itself after several years of civil war.

In 2010 Liberia approved a National Policy on Decentralization and Local Governance (NPLDG), which called for decentralization and the transfer of political, fiscal and administrative powers to local governments and aimed more in a decisive long term way.

The NPLDG is the first meaningful decentralization policy adopted in Liberia offering many unsuccessful attempts in the past.

LOCAL GOVERNANCE AT A GLANCE

- Liberia is a Unitary State Divided into 15 Counties. The Counties are Sub-divided into 66 Districts, Districts into Chiefdoms, Chiefdoms into Clan, and Clans into Towns or Villages.
- Country Authorities, City Mayors, and Township Commissioners are appointed by the President.
- Liberia’s Ministry of Internal Affairs (MIA) is responsible for overseeing Local Administration in Liberia. It is mandated to “Create a more open, responsive and accountable Government.”
- According to the amended law of March 2011, Liberia has no gender quota provision nor local level quotas.

CHALLENGES FOR PARTICIPATORY LOCAL GOVERNANCE

- Over the past many decades, Liberia has had a “highly centralized political structure and weak administrative governance which affected governance and participatory development at the local level”.
- Local governments lack institutional capacity, structured local administration and qualified staff, as well as a “system of clear, predictable and transparent financial transfers”.
- There is no clear strategy to implement the 2010 NPLDG in harmonizing the attempts to fast-track the decentralisation process and create a participatory local government.

KEY INITIATIVES FOR PARTICIPATORY LOCAL GOVERNANCE

- The Liberian Decentralization and Local Development Initiative started in 2007 to support the decentralization process and help Local Governments access development funds.
- The NPLDG, approved by the government in 2011, called for decentralization and the transfer of political, fiscal and administrative powers to local governments.
- In 2014, the Ministry of Finance and Development Planning proposed a decentralization plan to drive local decentralization and capacity building forward.
- The adoption of a new constitutional amendment by 2015 is expected to result in the enactment of a local government act. Many hope it will foster decentralized and participatory local governance.

DECENTRALIZATION IN LIBERIA

- There is widespread awareness that accelerating decentralization is critical to consolidating peace and reconciliations, promoting good governance and advancing poverty in Liberia. In this respect, the government of Liberia (2010) has taken steps to enhance a decentralization agenda to ensure that the greater number of the Liberian people take part in local governance, enjoy equitable access to the nation’s resources and are beneficiaries of local development activities.
- Accordingly, in January 2010 the government of Liberia launched the national policy on decentralization and local governance aimed at systematically providing guidance to the process of decentralizing power, authority, functions and responsibilities from the central government to local governments, the policy provides that administrative subunits in the counties be converted, rationalized and harmonized to implement a responsible and responsible cycle of local governance and public administration, and to ensure accountable, efficient and transparent management of local resources.
- Alongside the policy is a Liberian Decentralization Implementative Plan (IDP) which provides further prioritization for advancing decentralization. In order to implement the national decentralization policy, the government designed a Liberian decentralization support program for the period 2013 to 2017. The IDP is a five-year government of Liberia program to support the implementation of the national policy on decentralization and local governance. The program is one of the priority areas in the agenda for transformation.
NEW INITIATIVES

- THERE IS A LOCAL DECENTRALIZATION SUPPORT PROGRAM (LSDP), UNDER WHICH A DE-CONCENTRATION PLATFORM HAS BEEN CARRIED OUT.
- ACCORDING TO LSDP COUNTY SERVICE CENTERS HAVE BEEN ESTABLISHED IN EACH COUNTY CAPITAL TO BRING GOVERNMENT SERVICES TO THE PEOPLE.
- THE SERVICE CENTERS HAVE EACH GOVERNMENT AGENCY REPRESENTED IN IT.
- EACH SERVICE CENTER IS SUPERVISED BY THE COUNTY SUPERINTENDENT.
- SERVICES SUCH AS TRADITIONAL MARRIAGE CERTIFICATES, DRIVER LICENSE, VEHICLE REGISTRATION, BUSINESS REGISTRATION, PROPERTY TAX, ETC.

DRAFT LOCAL GOVERNMENT ACT

- IT CREATES THE LOCAL PUBLIC AUTHORITY FOR EACH COUNTY AS IT HAS ALREADY BEEN ESTABLISHED BY THE LAW OF 2014 ON LOCAL GOVERNMENT.
- IT EXPOSURE TO THE ELECTION OF LOCAL AUTHORITIES AS Designated by THE General Assembly.
- IT CREATES THE LOCAL GOVERNMENT AUTHORITY FOR THE KORODA, BANDAMA AND OTHER LOCAL GOVERNMENT AREAS.
- IT ALSO SETS THE QUALIFICATION OF LOCAL AUTHORITIES.
- IT GIVES LOCAL AUTHORITIES THE POWER TO CARRY OUT TAXES AND CUSTOMS.
- IT COMMUNICATES TO THE LOCAL AUTHORITIES THE LOCAL GOVERNMENT TRANSFERS.
- IT PROVIDES LOCAL AUTHORITIES WITH THE ABILITY TO MANAGE INVESTMENT AND LOCAL INVESTMENT PLANS.
- IT RECOGNIZES THE UNIVERSAL PRINCIPLE OF SUBSIDIARITY.

FORMULATION OF NATIONAL URBAN POLICY

- IN 2017 WITH THE SUPPORT OF UN-HABITAT, LIBERIA BEGAN THE PREPARATION OF A NATIONAL URBAN POLICY (NUP) IN ORDER TO HELP STRENGTHEN AND ENHANCE THE DECENTRALIZATION PROCESS.
- THE NUP IS ANched IN THE PRO-POOR AGENCY OF THE NEW GOVERNMENT TO ENSURE SYNERGY, COORDINATION AND INTEGRATION.

Brève présentation du Togo et de l’UCT

Superficie : 56,600 km²

Environ 7 millions d’habitants

Capitale : Lomé

I. Union des Communes du Togo est la furtherie des 21 communes urbaines du Togo.
- Elle a trois organes :
  - Le Bureau exécutif compose des élus qui est l’organe politique de l’association
  - Le Commissariat aux comptes
  - Le Secrétariat permanent qui est un organe technique

II. Le cadre législatif relatif à la situation des transferts de compétences dans le pays

Il n’y a pas encore une loi de transfert de compétences mais la loi relative à la décentralisation et aux libertés locales en son article 64 fait une répartition de compétences entre l’Etat et les communes de ce décentralisation, on se réfère à :

- Compétences propres aux collectivités territoriales
- Compétences partagées entre l’Etat et les Collectivités territoriales
- Compétences transférées par l’Etat aux Collectivités territoriales
III. L’état de la démocratie locale (élections locales dans le pays)

En ce qui concerne la démocratie et l’organisation des élections locales en Côte d’Ivoire, il y a un fort ancrage de la gouvernance inclusive et participative qui se manifeste par l’existence des candidatures concurrentes depuis la base jusqu’au niveau communal.

Ces cadres de concertation sont des Comités de Développement de Quartier (CDQ) au niveau communal, des Comités Ville et Quartiers de Développement (CVDQ) au niveau Ville et des comités Cantonaux de Développement (CCDQ) au niveau des Canton.

Au niveau communal, ce cadre de concertation est représenté par le Comité Local de Quadrilatère constitué des représentants de l’État, de la Municipalité, des opérateurs de services essentiels et de la Société civile (chickezie traditionnelle, groupement de femmes, OSC, etc.). Ces cadres offrent des occasions d’échanges entre tous les acteurs du développement local.

En ce qui concerne l’organisation des élections locales, il faut souligner que les dernières élections locales remontent à 1997 et que la collectivité locale est dirigée par des délégations spéciales depuis octobre 2001. Cependant, le processus d’organisation des nouvelles élections est assez avancé et intervient probablement dans les mois qui suivent selon les gouvernements locaux.

V. La situation des ressources propres des collectivités locales

Le système de collecte de taxe mobilisation de ressources de nos localités est riche en potentialités mais peu dynamique dans ses fondements légaux.

L’autonomie de nos collectivités constitue donc un véritable problème de raison de:
- L’inexistence des ressources locales;
- L’inexistence de financement public (subvention de l’État).

La mobilisation des ressources locales devient donc une nécessité en raison de la question de la décentralisation. L’article 6 de la loi sur la décentralisation stipule que les collectivités territoriales devraient être financées par des taxes dans le cadre des ressources propres. Le défi est de mobiliser les ressources financières locales fiscales et non fiscales pour le financement de l’activité locale.

En vue d’anéantir cette situation, l’UECT a entamé l’appui à l’élaboration des fichiers des contribuables dans cinq communes pour l’année 2018, avec l’appui de ses partenaires.

VII. Transparence dans la gouvernance locale

En matière de transparence dans la gouvernance locale, il est souligné que les Responsables communaux font des efforts dans le respect des règles de gestion transparentes des deniers publics à travers:
- Le principe de l’unité de caisse;
- Les transactions par mandat
- Les comptes rendus remis entre les délibérations de plan de développement sont participatif et inclusifs.

L’élaboration, le vote et les sessions budgétaires sont publiques et ouvertes à tous.

Tous les documents des sessions budgétaires sont enfin visibles et accessibles à la commission municipale ainsi qu’au plan préalable à la vérification des comptes publics dans un niveau national par la CEM.

IX. Représentation du genre dans les conseils locaux.

La représentation du genre dans le conseil local est très faible. Les délégations spéciales représentent à peine 16% de l’effectif des conseils locaux.

IV. L’état des transferts financiers du pouvoir central vers les gouvernements locaux

Le processus de décentralisation au Togo poursuit son chemin avec comme éléments encourageants une mise en place du Fonds d’Appui aux Collectivités Territoriales (FACT) bien que non encore fonctionnel.

La nouvelle loi portant modification de celle du 13 mars 2007 relative à la décentralisation et aux libertés locales est aujourd’hui le texte officiel de référence en matière de décentralisation au Togo. Cela met en place les collectivités locales (CCL) de personnalité morale et de l’autonomie financière.

Les compétences transférées aux collectivités décentralisées sont certes définies dans la loi mais restent encore théoriques en l’absence de transferts de ressources financières et humaines pratiques, faute de décrets d’application.

Par ailleurs, on estime à environ 2.5% les ressources qui partent aux collectivités territoriales en termes de retours aux impôts et taxes collectés par l’État.

VI. Etat des ressources humaines des collectivités locales du pays

Une analyse des situations des ressources humaines au niveau des CF révèle:
- Un niveau d’étude relativement bas,
- Une absence de plan de renforcement du personnel,
- Le personnel actuel très rarement ses connaissances et compétences dans l’exercice de ses attributions
- Le niveau de qualification actuel du personnel dans la plupart des Collectivités n’est pas à la hauteur des tâches qui sont dévolues aux communes du Togo
- Les agents sont pour la plupart pen ou pas encadré faute de moyens et multitudine par les nouvelles techniques d’information et de communication
- L’inadéquation entre les enjeux de la décentralisation et le profil actuel du personnel
- La charge de travail ou peu ou personne seulement
- Les procédures de recrutement pour la plupart du personnel de la commune ne répondent pas aux standards en vigueur.

VIII. État de la participation citoyenne

Le Togo a connu des crises sociales-politiques qui ont beaucoup freiné l’adoption des citoyens à contribuer effectivement au développement local. Cette situation marquée par la persistance du régime des délégations spéciales caractérisée par l’absence de transfert de compétences et de moyens aux collectivités locales a accentué l’incertitude sur toutes ces formes. Cependant, les autorités locales observent les exigences de la loi sur la décentralisation qui prévoit que les réunions de conseil et les séances communes sont publiques et ouvertes à tous.

Malgré cette réalité de terrain, rares sont les citoyens qui participent à apporter leurs contributions.

Par ailleurs, la création récente des Comités de Développement à la Base par la loi du 05 février 2012 et la mise en place des Comités Locaux de Quadrilatère et des CCL dans les Communautés urbaines facilitent la participation systématique des responsables locaux de développement dans la mise en œuvre des actions d’intérêt général.

X. Participation des collectivités locales aux programmes et politiques nationaux de changement climatique.

Cette participation démontre de plus en plus fréquente et importante avec l’adoption des ODD qui impliquent d’avantage les villes et les territoires. En effet, les communes togolaises à travers l’UCT se lancent depuis 2015 dans la mise en œuvre des ODD à travers plusieurs initiatives telles que les sensibilisations des acteurs de développement local sur les enjeux et outils de mise en œuvre des ODD pour une décentralisation de la péréquation de la transformation économique dans le TOGOLAND.

Cela est souligné que les autorités locales touchées sont des sensibilisées sur les enjeux de l’objectif de développement durable.

L’UCT participe régulièrement aux rencontres nationales et internationales sur les ODD.

L’UCT est partie prenante de l’ensemble des processus d’élaboration du Plan National de Développement (PND) qui intègre fortement les ODD.

L’UCT participe à la rédaction de la revue volontaire du Togo sur les ODD qui sera présenté au niveau de l’Agriculture et de la Pêche.
Historical Background of Decentralisation

- The Local Government was the foundation of Governance in Sierra Leone during the colonial era.
- In 1972, Local Council structures were suspended and District Councils ceased operation.
- Only the City and Municipal Councils in Freetown, Bo, Kenema, Makeni and Koidu New Sembahun continued to operate under appointed Committee of Management.
- In 1980, District Councils were brought back and also operated under appointed Committee of Management.
- This arrangement negatively impacted on the participation of people, because service delivery were centralized and planning done at the central level without involving the people.

Local Government Act

- In March 2004, The Local Government Act 2004 was approved and became law by Parliament. This ushered in 19 Local Councils.
- Inaugural Local Council Election was held in May 2004.
- The LGA primarily built on laws related to Local governance, setting up of local council and ensuring the participation of people through decentralization and devolution of powers, function, and resources.
- In 2006, City and Municipal status were granted to five towns (Bo, Kenema, Bonthe, Koidu, and Makeni) in addition to Freetown.
- In 2017, Three (3) new councils were added because of the boundary delimitation (Port Loko-City Council, Karena and Falaba-district councils).

Establishment of Local Councils

The President may for the purpose of the Local Government Act, 2004 and acting on the recommendation of the Ministry of Local Government and other related Ministries and Agencies by statutory instrument—

- declare any area within Sierra Leone as a locality;
- assign a name to the locality;
- establish a council for the locality;
- provide for the number of persons constituting the council;
- specify the place where the principal offices of the local council are to be situated; and
- provide for such other matters as are required by this Act to be included in the instrument or are consequential to it.

Local Council Locations

Districts Council (15)
Bo, Bonthe, Bonthe, Kalabu, Kamia, Kenema, Koinadugu, Kono Moyamba, Port Loko, Pujehun, Tonkolili, Western Area Rural, Falaba, Karena

Cities/Municipal Councils (8)
Bo, Kenema, Koidu New Sembahun, Makeni, Freetown, Bonthe and Port Loko.

Devolved Functions of Local Councils

- Agriculture (Crope, Livestock, Forestry, Agri. Engineering)
- Education (Primary and JSI)
- Health (Primary)
- Water Services (Rural water services)
- Social Services (Gender, Child protection, Disability)
- Roads (Feeder Roads)
- Sanitation (Solid Waste Management)
- Youth and Sports
- Fire Prevention

Legal framework related to Local Councils

Local Government Act

- The Local Government Act, of 2004; led to the reintroduction of the Local Councils administration.
- Two amendments were done as specified below:
- The Local Government (Amendment) Act, 2016 [No. 11 of 2016].
- The Local Government (Amendment) Act, 2017 [No. 2 of 2017].
- The Local Government Act of 2004: Part 1—preliminary, assigns the task of drawing wards to NEC; while the Public Elections Act, 2012 (Section 14, sub-sections 18) forms the legal basis for the allocation of council seats and delimitation of wards in Sierra Leone.
Overview and structure of the Council

Functions of the Council (Cont.)
- Initiate and maintain programmes for the development of basic infrastructure and provide works and services in the locality.
- Responsible for the development, improvement and management of human settlements and the environment in the locality;
- Cooperate with relevant agencies to ensure the security of the locality;
- Oversees Chiefdom Councils in the performance of functions delegated to them by the local council;
- Approve the annual budgets of Chiefdom Councils and oversee the implementation of such budgets.

Local Council Structure

Financing Local Councils

Local Councils Budget

How Local Councils are Financed
- Own Source Revenue collection
  - property rates;
  - licences;
  - fees and charges;
- share of mining revenues;
- Central Government Grants Transfers for devolved functions - GOISL, DSDF and other grants for services like Education, health, water, agriculture etc.
- Donor partners through project like EU, World Bank DFID ADB etc.

Management Oversight of Local Councils
Oversight Bodies.

- Ministry of Local Government and Rural Development
  Responsible for oversight for Local Council as the parent ministry
- Committees of Parliament – Finance, Public Accounts, Transparency etc: Responsible for Financial oversight
- Local Government Service Commission
  Responsible for Local Council Staff regulation
- Local Government Finance Department
  Responsible for Financial Regulation and Grants Transfers to Local Council.

Oversight Bodies. (Cont.)

- Local Government Finance Committee
  Responsible for approval of LC budget for transparency and accountability
- Decentralization Secretariat
  Responsible for Technical and administrative support to Local Council
- Public Financial Management Reform Unit
  Responsible for Technical financial and IT support to local Councils
- Provincial Coordinating Committee, chaired by the Resident Minister
  Coordinate Local Council activities at regional level

HUMAN RESOURCE IN LOCAL COUNCIL

The recruitment process of staff of Local Council is of two fold:
1. The core staff of the councils are recruited by the Local Government Service Commission in conjunction with the Establishment Committees, and the human resource officer of the councils.
2. The staff of the ministry sectors that are devolved to the councils are recruitment by the civil service commission in collaboration with the ministries concern. The councils have no control over the sector staff in towns of staff supervision and discipline.

Citizens Participation In Local Councils

The citizens participation in local councils start with the elections of the councilors. They are elected directly by the citizens in the community or what. This is so because the government want the councilors to be accountable not only to the central government but the citizens as well.

Ward committees are mandated within the local government act to give a legal support to the involvement of citizens in the running of councils businesses.

Council monthly meetings allow citizens to witness the discussions and give them the opportunity to make observations and ask questions.

Gender Ratio In Local Councils

Sierra Leone has twenty two (22) local councils seven (7) of which are city councils; then fifteen (15) are districts councils out of all the twenty two councils only two councils are headed by women. Out of the 464 councilors only one hundred and twenty (120) are women.

There are more female staff in the local councils than female councilors.

Thank you

La décentralisation au Bénin

Accra, 28 mai 2018

Séglal LIHOUSSOU

Introduction

- La décentralisation au Bénin est portée par la Constitution du 11 décembre 1990 mais la création et la suppression des collectivités territoriales est du ressort du parlement
- Le pays compte 77 communes (seul niveau de décentralisation) administrées par des conseils élus. Le maire qui est l’exécutif est élu par le conseil municipal en son sein
Introduction

- Nous avons déjà enregistré 3 élections communales et le mandat des élus actuels pend légalement fin en 2020
- Il existe un ministère spécifique en charge de la décentralisation, une politique nationale de décentralisation, une commission nationale des finances locales, un centre de formation des acteurs locaux, une association nationale des communes

La situation des finances locales

- Comme dans la plupart de nos pays, les ressources des communes sont constituées des impôts locaux, des taxes diverses, des appuis des partenaires et des transferts de l’État.
- En dehors des grandes villes, les communes ont un petit noyau urbain et le reste du territoire qui est rural (il est difficile de taxer les propriétés foncières en milieu rural)

La situation des finances locales

- Les ressources locales sont collectées en partie par des agents de l’État qui manquent parfois d’efficacité
- Le budget de la commune est ordonné par le maire mais exécuté par un agent comptable nommé par l’État, ce qui crée parfois des conflits
- **Les transferts de l’État aux communes sont faibles (moins de 3% sur le budget de 2018)**

La participation citoyenne

- Le citoyen est autorisé à suivre les sessions du conseil communal. Il peut également consulter le registre des délibérations et même faire des copies
- Les organisations de la société civile ont formé dans presque toutes les communes, des cellules de participation citoyenne qui suivent la gouvernance locale
- Il existe une charte nationale de reddition de compte signée par l’ensemble des maires sous l’autorité du ministre de la décentralisation

Un mot sur l’ANCB

- L’Association Nationale des Communes du Bénin est créée le 06 novembre 2003
- Elle est organisée en 8 commissions thématiques
  1. Environnement, eau et assainissement
  2. Genre, affaires sociales et participation citoyenne
  3. Coopération décentralisée et intercommunalité
  4. Économie et finances locales
  5. Formation et renforcement de capacités
  6. Suivi des ODD
  7. Maîtrise d’ouvrage communale
  8. Agriculture, foncier et aménagement du territoire

Un mot sur l’ANCB

- Les différents plaidoyers de l’ANCB sont conçus au niveau de ces commissions thématiques (grâce aux actions de la commission sur le foncier par exemple, l’ANCB a obtenu la relecture du code foncier et domanial avec des dispositions plus favorables aux communes)
- L’ANCB a mis en place par ailleurs, 3 réseaux d’appui à la décentralisation: avec les parlementaires, les media et les experts

MERCI POUR VOTRE AIMABLE ATTENTION!
DECENTRALISATION AND LOCAL GOVERNMENT ADMINISTRATION IN GHANA
GENERAL SECRETARY OF NALAG

Devolution of Power
The National Decentralization Policy Framework outlined five (5) thematic areas namely;
• Political Decentralization and Legal Reforms
• Administrative Decentralization
• Decentralizing Planning
• Fiscal Decentralization
• Popular Participation

The Decentralized Structures
• The Regional Coordinating Councils
• The Metropolitan, Municipal, District Assemblies (MMDAs)
• MMDA substructures (sub-metros, unit committees)

Constitutional Framework
Decentralization and local government administration has been integral part of governance structure in Ghana and its guaranteed by the supreme law of the land. Act 240 of the 1992 constitution, chapter 20 states that ‘(1) Ghana shall have a system of local government administration which shall, as far as practicable, be decentralized’. Article 35(6) (d) of the constitution provides that “the state should take appropriate measures to make democracy a reality by decentralizing the administrative and financial machinery of government to the Regions and Districts by affording all possible opportunities to the people to participate in decision making at every level of national life and in government”. Legislative Framework

Legislative framework
The constitution of Ghana and local government Act 2016 (Act 936) with amendment (Act 940) clearly define all responsibilities and powers of local government actors. The Framework is inspired by the principle of subsidiarity and complementarity between levels of governance, solidarity and efficiency.

Democracy at the Local Level
Ghana’s Local Democracy is partial
70% of Assembly Members (representatives of the people) are elected at the local level through competitive non-partisan elections. 30% of assembly members are appointed by the President of Ghana in consultation with traditional authorities and other stakeholders. The process of electing the political heads (Mayors), Metropolitan, Municipal and District Chief Executives (MMDCEs) would commence in 2019.

Financial Transfers From The Central Government to MMDAs
Resources to the assemblies are channeled through the vehicle of the District Assemblies Common Fund (DACF), which are clear, predictable, according to a an approved formular by parliament.

Local Government Own Resources
• The assemblies complement funds from central government through their Internally Generated Funds (IGF)- rates, services, fines, property tax etc access to financial market is allowed.
Capacity Building Of Local Government Administration

- The Office of the Head of Local Government Service is responsible for staffing and capacity building of the assemblies. The service has national frame work of reference that applies to all local Governments in Ghana that defines qualifications and responsibilities of the staff.

Transparency

- In ensuring transparency at the local level, the following are implemented,
  - Town Hall meeting: That’s is where local people meet the duty barres in local government to discuss on development in their communities.
  - Procurement Law: There are procurement laws that calls for tenders, procurement and monitoring of contract execution i.e public procurement Act, 2003 (Act 663); public procurement (Amendment Act, 2016(Act 914)
  - Publication of medium term development plan
  - Social audit

Citizen Participation

- The National Decentralization Policy Framework and Action Plan enjoins the MMDAs to hold public fora, town hall meetings, display composite budgets among others to promote transparency and accountability. Women participation at the local level has improved over the years but more advocacy is being done by NALAG to improve participation.

Local Government Performance

- The Regional coordinating councils and Ministry of local Government are required by law to monitor the performance of MMDAs.
- Functional organization assessment tool (FOAT or the D Pat) is another tool for assessing performance at the MMDAs.

Women

- There are no quotas for women in the local election
- There is a provision for 30% of seats reserved for people with experience and expertise who may not want to engage in local election competition.
- Ghana has 35 women as chief Executives.(Mayors)

Climate Change

- Ghana joined the global community by signing the UNFCCC in June 1992.
- Ghana ratified the convention on 6th September 1995.
- Ghana ratified the Kyoto protocol on 26th November 2002 by parliament

  The Climate Change Agenda is being managed at the national level with some local government intervention.


Decentralized Cooperation

- Through the collaboration between NALAG and Arkansas Municipal Leagues on the Sister Cities protocols, the following twining of cities has been achieved.

Peer Review

Jacksonville, Arkansas; and Kpong Municipal Assembly, Volta Region.
Stephens, Arkansas; and Agotime Ziope District Assembly.
Batesville, Arkansas; and Asunfo North Municipal Assembly, Brong-Ahafo Region.
Adentan Municipal Assembly in collaboration with European Union in Mushroom production project.
• NALAG has been collaborating with the TEERE Local Government Forum to also promote citizens participation in the Upper East, Upper West and Northern Region of Ghana.
• NALAG has been collaborating with ACTION voices to promote citizens participations through the use of ICT based platforms.
• NALAG collaborated with VNG international to twin the Agona West Municipal Assembly and the Almere Municipality in the Netherlands on

**Challenges**

There are some inherent challenges that are confronting the MMDAs.

• Inadequate human and material resources
• Planning
• Waste management

**Conclusion**

Local government administration in Ghana is evolving and some credibly tangible successes have been achieved.
Building Brand Visibility for Local Africa

What is our offer?
- Strategic Communications

Building Brand Visibility for Local Africa

What is our offer?
- Interactive & mobile responsive websites and apps

Building Brand Visibility for Local Africa

Why UCLG Africa?
- A team that collectively has over 20 years experience of working with local governments in Africa
- Our new UCLG Africa website www.uclga.org presents the opportunity to be part of an integrated technology platform that boosts over 6,000 – 10,000 visitors per day

Building Brand Visibility for Local Africa

Why UCLG Africa?
- Africities 8th Edition
  - Promoting
  - Mobilizing
  - Sharing

Building Brand Visibility for Local Africa

With citizens expectations on the rise now more than ever every local authority, sub-national government and City need tailored technology solutions to reach stakeholders, especially young people under 30 that form 70% of Africa’s population

Building Brand Visibility for Local Africa

Our special packages

Web Communications Package

<table>
<thead>
<tr>
<th>Package Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Communications</td>
<td>Designed to create a consistent and professional image for your brand.</td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>Provides targeted advertising campaigns on social media and email marketing.</td>
</tr>
<tr>
<td>Event Management</td>
<td>Helps manage your events, ensuring they are well-attended and successful.</td>
</tr>
<tr>
<td>Social Media</td>
<td>Builds a strong presence on platforms like Facebook, Twitter, and Instagram.</td>
</tr>
<tr>
<td>Media Relations</td>
<td>Coordinates media appearances and interviews for your organization.</td>
</tr>
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The Role of local and regional governments in implementing African and Global Agendas

PART A - AFRICAN DEVELOPMENT AGENDAS

- Charter on Democracy, Elections & Governance
- Charter on values & principles of Public Administration
- Charter on Decentralization, Local Government and Development
- AU Gender Policy
- AU Protocol on Prevention of Corruption
- AU Agenda 2063

Slide outline

- Aim of the present presentation
- Development Agendas presented
  - AU AGENDAS | GLOBAL AGENDAS
  - 1 Charter on Democracy, Elections & Governance
  - 2 Charter on values & principles of Public Administration
  - 3 Charter on Decentralization, Local Government and Development
  - 4 AU Protocol on Prevention of Corruption
  - 5 AU Agenda 2063

Session Aims

- To inform Honourable participants that they already have access to these development agendas and that they need to read, own and implement them. These Agendas have been produced for circulation for participants.
- To share with participants some key thoughts about African and Global Development Agendas, giving an overview of key elements, the relationship between Global and African Agendas and dwelling on the roles of sub-national governments, especially the roles of LGs in implementing them.
- To underscore key challenges experienced by sub-national governments in the implementation of global and African Agendas.
- To share ideas on how best to strategize to implement these agendas, especially by local governments. What effective strategies could be adopted to improve responsiveness, for example, the SDGs indicators? How should sub-national governments report on achievements?
African Charter on Democracy, Elections and Governance (ACDEG)

- The ACDEG was adopted by the African Union (AU) in January 2007 in Addis Ababa, Ethiopia. Because it required a minimum of 15 countries to notify it to become operational, it did not come into force until February 2012.
- Aims and Principles of the Charter:
  - Promoting democracy, rule of law and basic human rights
  - Ensuring democratic role and constitutional changes of power through free, fair and transparent elections (see Article 2 sections 2 & 3 and Article 3 sections 3, 4, 7 & 10 of the Charter)
  - Respecting ethnic, cultural and religious diversity.
- Usefulness of the Charter:
  - Some countries have used the Charter as a guide during difficult transitions. Mauritania, for example, used the Charter to negotiate a return to constitutional order after a 2008 coup.

Charter on Values & Principles of Decentralisation, Local Governance & Local Development

- Purpose of the Charter
- Key Elements of the Charter
- Roles of LGs, National Governments in implementing the Charter
- Status of African Countries that have ratified the Charter
- How National Associations and LGs should engage their national governments to ensure Signature and Ratification and deposition of the Charter

Charter on Values & Principles of Decentralisation, Local Governance & Local Development

Key Elements of the Charter

- Definition of local government, decentralization and local economic development.
- Set out principles for promoting local government, subsidiarity, resource mobilization, local economic development, diversity and differentiation, legitimacy, equity and equality, shared responsibility and complementarity, participation, representation, transparency and accountability, mainstreaming gender, youth and the disabled into development.

Charter on Values & Principles of Decentralisation, Local Governance & Local Development

Roles of Local Governments:

- Responsible and accountable for implementing the objectives, principles and values of the Charter at Local Government level.
- Cooperative with National government for its realization.
- Advocate and create favourable conditions for its implementation.
- M & E of its implementation.
- Commit to implementing the Charter with best practice as there is excellent service and award recognition. UCLGA promotes award of excellence to Mayor who have excelled in promoting good local governance and service delivery.

Charter on Values & Principles of Public Service and Administration (PSA)

- Date of Adoption: January 31, 2011. Date of last signature: January 29, 2018.
- Objectives of the Charter:
  - Ensure quality and innovative service delivery that meets the requirements of all users;
  - Encourage member states in modernizing administration and strengthening capacity for the improvement of public service;
  - Encourage citizens and users of public services to actively and effectively participate in public administration processes;
  - Improve the working conditions of public service agents and ensure the protection of their rights.
  - Strengthen cooperation among member states, regional economic communities and the international community for the improvement of public service and administration.

Charter on Values & Principles of Decentralisation, Local Governance & Local Development

Purposes of the Charter:

- Catalyst for decentralization, local government and local economic development.
- Promote local government, resource mobilization, core and shared values of decentralization.
- Guide policy formulation and implementation on local government, decentralization and local economic development.
- Promote participation of Civil society, private secretary and people in local government and decentralization.

Charter on Values & Principles of Decentralisation, Local Governance & Local Development

Key Elements of the Charter

- Promotion of efficiency in local governance, resource mobilisation, capacity development, use of natural resources, local government financing and local economic development, solidarity, cooperation and partnership.
- Define the mechanism for implementation at Commission, national and local government levels.
- Provides for mechanism reporting achievement under the Charter;
- Recognition of award system and commendation.
- Clause on safeguard, settlement of disputes, signature, ratification, entry into force of the Charter, its amendments and deposition.
Charter on Values & Principles of Decentralisation, Local Governance & Local Development

- As per Article 34, the Charter shall enter into force 30 days after the date of receipt of it by the Chairperson of the Commission of the 15th Instrument of Ratification, i.e., when the 15th African Country has signed and deposited the Charter with the Chairperson of the Commission.

- Adopted at the 22nd Ordinary Session of the Assembly of AU Held in Malabo, Equatorial Guinea.
- Date of adoption: 27th June 2014
- Date of last signature: 29th January 2018
- Number of African countries that have ratified the Charter: 3 out of 55.
- Countries that have ratified and deposited: Namibia, Madagascar and Burundi.

High Council of Local Authorities

- Purpose of the instrument & Key Highlights
  - The High Council of Local Authority will be made up of representatives from all the AU member states.
  - Local Government and Local Government Associations and other relevant local institutions will elect their representatives to the High Council. The Council will have a Secretariat which will engage with the AU directly on different policies that have bearing on local governance and local development. The Secretariat will provide technical, logistic and administrative support to the Council.
  - The core mandate of the HCLA is to consult and engage with the AU and the people at the local level to deepen decentralization practice and to promote good local governance and local development on the continent. Altogether, the High Council will be charged with the following roles:
    - Consultative
    - Representative
    - Advocacy
    - Advisory

- What has been done?

High Council of Local Authorities

- Purpose of the instrument & Key Highlights
  - The African Union Executive Council by its decision (EX.CL/Dec.839 (XXVIII) of June 2014) established the High Council of Local Authorities (HCLA) as a Consultative Organ within the African Union Governance Architecture.
  - HCLA is another strategy for promoting empowering decentralization, local government and development.
  - HCLA is created to strengthen the active participation of local players in the definition, implementation, and evaluation of territorial public policies. It fosters dialogue, consultation, and consensus in decision-making processes that engage local authorities with the objective of more effectively incorporating citizens’ need in the identification, prioritization, design, and implementation of decentralization policies.

AU Gender Policy

- Objectives of the Policy
  - To address gender-based barriers to the free movement of persons and goods across borders throughout the continent.
  - To promote equitable access for both women and men to and control over resources, knowledge, information, land and business ownership, and services such as education and training, healthcare, credit, and legal rights; and
  - To facilitate the implementation of remedial measures to address existing inequalities in access to and control over factors of production including land.

AU Convention on Preventing and Combating Corruption

- Date of Adoption: 1 July 2003
- Date of Last signature: 30 July 2017
- Date of entry into force: 05/08 2006

The State Parties to this Convention undertake to abide by the following principles:
1. Respect for democratic principles and institutions, popular participation, the rule of law and good governance.
2. Respect for human and peoples’ rights in accordance with the African Charter on Human and Peoples’ Rights and other relevant human rights instruments.
3. Transparency and accountability in the management of public affairs.
4. Promotion of social justice to ensure balanced socio-economic development.
5. Condemnation and rejection of acts of corruption, related offences and impunity.
AU Convention on Preventing and Combating Corruption

In order to combat corruption and related offences in the public service, States Parties commit themselves to:

1. Require all or designated public officials to declare their assets at the time of assumption of office during and after their term of office in the public service.

2. Create an internal committee or another body mandated to establish a code of conduct and to monitor its implementation, and sensitize and train public officials on matters of ethics.

3. Develop disciplinary measures and investigation procedures in corruption and related offences with a view to keeping up with technology and increase the efficiency of those responsible in this regard.

Score card of ratification of AU Charters

- Moderately countries have signed and ratified these Charters. But the ratification of ACDEG among countries in Southern Africa is very low.
- ECOWAS Strategy to mobilize member countries to ratify these Charters:
  - Sanctioning countries that fail to meet those requirements for democratic government. The sanctions include refusal to support candidates for positions within ECOWAS or suspension of the country from the group’s decision-making bodies.

PART B - GLOBAL DEVELOPMENT AGENDAS

- Addis Ababa Action Agenda (AAAA) on Financing For Development
- SDGs 2030
- Sendai Framework for Disaster Risk Reduction (2015-2030)
- Paris Climate Change Conference

Addis Ababa Action Agenda (AAAA) on Financing For Development

Implications of the AAAA Financing for development

- LGs to explore innovative ways of generating resources notably raising funds from taxation, e.g. collecting port dues, tenement rates.
- LGs must ensure implementation of AU decision that central government transfer 15% of national resources to the Local Governments. This decision has been implemented in Kenya.
- LGS should ensure that companies operating in their areas pay their taxes.
- LGS need to strengthen their capacities to raise additional funds.

SCORE CARD ON RATIFICATION & DEPOSITION OF AU CHARTERS BY COUNTRY SOUTHERN AFRICA

- Angola
- Botswana
- Lesotho
- Malawi
- Mozambique
- Namibia
- South Africa
- Zambia
- Zimbabwe

Addis Ababa Action Agenda (AAAA) on Financing For Development

Key recommendations of AAAA Financing for Development

- Emphasis on national ownership and domestic resources for promoting sustainable development
- Supplementing national resources with technical cooperation.
- Reducing illicit financial flows and corruption.
- Invest in value addition in the use and exploitation of natural resources.
- Scaling up international tax cooperation ensuring that multinational companies adopt country by country payment of the tax accruing to them. In this regard the AU is being looked upon to come to that aid of African countries to champion the implementation of this recommendations.
- Promotion of SMEs.

Sustainable Development Goals (SDGs) 2030

What are SDGs?

- The SDGs are development goals signed unto to guide develop globally from 2015-2030.
- The SGs are successors to MDGs adopted in 2000, which terminated in 2015.
- The SDGs have been derived from the achievements of MDGs (2000-2015), following a careful evaluation.
SDGs 2030

The 17 SDGs:
1. End poverty in all its forms everywhere.
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3. Ensure healthy lives and promote well-being for all at all ages.
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5. Achieve gender equality and empower all women and girls.
6. Ensuring availability and sustainable management of water and sanitation for all.
7. Ensuring access to affordable, reliable, sustainable and modern energy for all.
8. Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9. Building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
10. Reducing inequality within and among countries.
11. Making cities and human settlements inclusive, safe, resilient and sustainable.

SDGs 2030 cont.: 
12. Ensure sustainable consumption and production patterns.
13. Take urgent action to combat climate change and its impacts.
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16. Promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17. Strengthening the means of implementation and revitalising the global partnership for sustainable development.

AU Agenda 2063

Purpose and key elements of the Agenda
Link Agenda to role of sub-national governments
How to assess achievement towards the aspirations of the Agenda 2063

Paris Climate Change Conference

Purpose and Key Elements
Climate Finance: Sources and how it may be accessed
Country level initiatives being taken - success stories

THE PARIS AGREEMENT ON CLIMATE CHANGE

The Paris Agreement for the first time brought all nations together toward a common cause based on their historic, current and future responsibilities.
1. The Universal agreement's main aim is to keep a global temperature rise this century well below 2°C and to drive efforts to limit the temperature increase even further to 1.5°C above pre-industrial levels.
2. The 1.5°C limit is a significantly safer defense line against the worst impacts of a changing climate, especially of SIDS like the Bahamas.
3. The measures to drive climate change:
   1. Mitigation - reducing emissions fast enough to achieve the temperature goal
   2. A transparency system and global stock-take - accounting for climate action
   3. Adaptation - strengthening ability of countries to deal with climate impacts
   4. Loss and Damage - strengthening ability to recover from climate impacts
   5. Support - including finance, for nations to build clean, resilient futures
ROLES OF LGS IN IMPLEMENTING PACC

- Formulate and implement Local Action Plan to prevent and mitigate disasters associated with climate change.
- Flood prevention
- Adopt policies on afforestation.
- Tree planting
- Encourage the use of Mass transit to cut the down the emission
- Pollution control measures
- Awareness and public enlightenment on climate change issues.
- Putting in place emergency plans and early warning system

Sendai Framework for Disaster Risk Reduction (2015-2030)

- The Sendai Framework for Disaster Risk Reduction (2015-2030) is an international document which was adopted by UN member states between 14th and 18th of March 2015 at the World Conference on Disaster Risk Reduction held in Sendai, Japan and endorsed by the UN General Assembly in June 2015. It is the successor agreement to the Hyogo Framework for Action (2005-2015), which had been the most encompassing international accord to date on disaster risk reduction.

Sendai Framework for Disaster Risk Reduction (2015-2030)

Goals
- Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality between 2020-2030 compared to 2005-2015;
- Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 between 2020-2030 compared to 2005-2015;
- Reduce direct disaster economic loss in relation to global gross domestic product by 2030;

Sendai Framework for Disaster Risk Reduction (2015-2030)

Goals
- Four specific priorities for action:
  - Understanding disaster risk;
  - Strengthening disaster risk governance to manage disaster risk;
  - Investing in disaster risk reduction for resilience;
  - Enhancing disaster preparedness for effective response, and to "Build Back Better" in recovery, rehabilitation and reconstruction.
PILLAR 1: Advocacy, Lobbying and Engagement

- Engagement with the African Union
- High Council of Local Authorities:
  - Three elected per country: One woman, one representative of the opposition at the Parliament, and all tiers of subnational governments
  - Senegal will host the High Council
  - The process of recruitment of the staff will be launch before 2019
- The designation of the representatives of each country must be the duty of national association of LG

PILLAR 1: Advocacy, Lobbying and Engagement

- A Transparency and Integrity Programme
- Good governance is one of the most challenging issues for African Local Authorities. Addressing this issue require political will, but also preventive and curative measures
- Chantal Uwimana will make a more detail presentation on it

PILLAR 1: Advocacy, Lobbying and Engagement

- A Peer Learning and Review Mechanism among UCLG-A members, linked to the African Peer Review Mechanism of the NEPAD (APRM)
- The previous peer review: Local Governments (Otigwarongo, Tissalé et Yaoundé) and National Association of Local Governments (ULGA and NALAG)
- We need to identify local Governments and National Association of LG who want to be evaluated and who want to be evaluators

THE TRANSITION TOWARDS SUSTAINABLE CITIES AND TERRITORIES, THE ROLE OF AFRICAN LOCAL GOVERNMENTS

Africités will highlight the dimensions of the transition from current mutations; and emphasizes the role and strategy of African Local Governments in the transition.

PILLAR 2: Institutional Capacity Development

- Support to national associations: Institutional diagnosis of existing LGAs to assess their needs and tailor support packages to be mobilized on a demand driven basis

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PILLAR 2: Institutional Capacity Development

- Support to professional networks of Local Governments Staff,
  - Network of Chief Financial Officers, CFO’s, Africa Finet
  - Network of Chief technical Officers, CTO’s, Africa Technet.
  - Network of City managers or Chief executive officers, Africa Magnet
  - Network of Human Resources Managers, Local Africa HR net

PILLAR 2: Institutional Capacity Development

- Governing bodies are a General Assembly, a Board, and a Presidency.
  - Disseminate experience and practices on the management of local governments;
  - Promote the exchange of experience and best practices between network members;
  - Strengthen the capacity of members in performing their tasks;
  - Contribute to the institutional strengthening of local governments.
PILLAR 2: INSTITUTIONAL CAPACITY DEVELOPMENT

- Finet: collect data on financial resources of local governments;
- Magnet: collect data on the performance of local administrations;
- Tech net: collect data on access to population to local public services;
- HR net: collect data on the human resources of local governments.

If you have these networks at the national or regional level in your countries, please send us the list.

PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

- The Observatory of Human Resources of Local Governments run by the Local HR net, which is the network of Human Resources of Local Governments.
- The Observatory of local finances run by the Africa Finet network, which is the network of Chief Financial Officers, CFO’s.
- The City Enabling Environment Rating, CEE rating our Observatory on Decentralization. The first publication was in 2012, the second in 2015, and we are in the process of publishing the 2018 one.

Indicators
1. Constitutional Framework for Cities and Local Governments’ Action
2. Legislative Framework for Cities’ and Local Governments’ Action
3. Local Democracy
4. Financial Transfers from the Central Government to the Local Governments
5. Local Governments’ Own Revenues
6. Capacity Building of Local Government Administrations
7. Transparency
8. Citizen Participation
9. Local Government Performance
10. Urban Strategy

PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

- Green (scores of 30 or higher): countries with the most favourable environments for the action of cities and local authorities
- Yellow (scores of less than 30 and greater than or equal to 25): countries whose environment is rather favourable to cities and local authorities, but where some improvements are needed;
- Orange (scores of less than 25 and greater than or equal to 20): countries whose progress towards an enabling environment for cities and local authorities would require major reform efforts
- Red (scores of less than 20): countries whose environment is generally unfavourable to the action of cities and local authorities.

PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

- Migration and Diaspora. How local governments can change the perception of migrants and migration by getting them on board on development issues
- A Local Economy Development Network of Africa (LEDNA), initiated by UCLG-A as a way to contribute to the development and dissemination of LED approaches, practices and lessons
- Climat program. The launching of the « UCLG Africa Task Force on the access of African Cities and Territories to Climate Finance» was done November 14 during the COP 23 in Bonn

African Development Bank (AFDB), The Green Fund, The West African Development Bank, OECD, the University Cadi Ayyad de Marrakech, the COP 22 Presidency, The South African Local Governments Association (SALGA), the President of STC-6, and the Presidency of the Africa Climate Group.

Last year, UCLG-A participate to the Regional Dialogue on NDCs, and lobby strongly for the contribution of local Governments to its implementation.
PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

- Thursday 9 November - Challenges and opportunities of the territorialisation of the Nationally Determined Contributions (NDCs) in Africa and the presentation of the ULG Africa / ENERGIES 2050 report
- Friday 10 November - Organizing the support for the decentralized actions of African Cities and Territories in the fight against Climate Change
- Monday 13 November - Cities and Territories at the heart of the implementation of NDCs & Testimony of the City of Grand Bassam
- Tuesday 14 November - Taskforce on the access of African Cities and Territories to Climate Finance - Roadmap and call for action
- Tuesday 14 November - The role of the networks of African Cities and Territories professionals in the fight against Climate Change.

PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

- African City Development Fund, ACDF: A joint instrument allowing cities to issue bonds on national or international markets
- Mobilizing partners: Forming a first club of cities, politically and technically involved in the preparation of the Fund and a first club of States.
- A call for Expression of Interest: Shall be eligible as founding members of ACDF:
  - The capital cities of African countries;
  - Rank 2 African cities
  - The intermediate level local and regional governments of the type of State Governments (in the case of countries with a federal system), Regions, Provinces, Counties, Departments or Circles, etc.

PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

Constitutive supporting documents of the application for the status of an ACDF Founding MEMBER

- The deliberation passed by the council or the deliberative body, for the local or regional government to become a founding member of ACDF
- The undertaking of the authority responsible for the executive body of the local or regional government to settle the contribution of Euros 100,000 within three months following the vote of the deliberation of the council or the deliberative body
- copy of the legal or regulatory act establishing the local or regional government as a legal entity enjoying financial autonomy

PILLAR 3: CORPORATE LEARNING AND KNOWLEDGE MANAGEMENT

- A specific programme on Partnership between Local Authorities and the Traditional Rulers in the context of decentralization.
- A specific Culture and Heritage Programme in order to profile cultural diversity as a defining and unique asset in African local governments

THANKS A LOT FOR YOUR ATTENTION

UCLG AFRICA
United Cities and Local Government of Africa
CGLU AFRIQUE
Conseil des Gouvernements Locaux et Urbains d’Afrique