

GOVERNANCE AND LOCAL DEMOCRACY (GOLD) OBSERVATIONS ON CAPABILITY BUILDING*

There is a common assumption that a core issue in decentralized governance is capability-building-- that the local is still not very capable. There are several problems with this idea.

First, there is much evidence that in many instances and for certain types of services, local governments are often at least as capable as central government. What they may lack is certain very targeted, task-specific technical inputs. But they decidedly do not need to be distracted by a whole lot of general, generic, off-the-shelf capability-building programs.

Second, capability-building has in the past emphasized individual skill-building. This is based on the assumption that if individuals (typically individuals in "leadership positions") can be given more and better skills, the organization can better manage service delivery systems. Now, because of the great shifts in governance involved in decentralized service delivery, capability-building should begin to shift its focus from improving individual knowledge to improving institutional learning. Capability-building needs to build the competence of whole organizational teams to be public entrepreneurs, to be managers of change capable of orchestrating service delivery.

Outlined below are different ways of viewing aspects of capability-building from the viewpoint of the prevailing public administration approach, and from the new, emerging public management approach. First we present the "Why" of

	Prevailing Public Administration Approach	Emerging Public Management Approach
WHY		
PROBLEM DEFINITION	• Individuals Lack Skills	• Teams Lack Tools
HOW SOLVED	• Uniform, Centrally-Defined Training Packages	• Multi-Form, Client- Defined Training Events
GOALS	• Impart Skills • Teach Procedures	• Facilitate Action • Enable Versatility
TARGETS	• Individuals • Top Managers	• Organizations • Whole Teams
EMPHASIS	• Individual Betterment	• Organizational Effectiveness
HOW		
STYLE	• Experts Impart Knowledge	• Experts Enable Participants
METHOD	• Pre-Packaged Modules • Lectures	• Customized Content • Participatory Events
VENUE	• Off-Site	• On- Site
TIMING	• Any Time • Trainer's schedule	• Just in Time • LGU's Moment of Need
RESULTS	• Data Intensive Plans	• Task Intensive Actions

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WHY ENGAGE IN CAPABILITY-BUILDING?

Our **problem definition** is no longer that individuals lack skills, or that leadership needs to know more theories. Rather, it is that teams lack tools to get specific things done.

The **problem is solved** not through uniform training packages designed by central agencies to apply to all situations. Rather, a wide variety of training events can be useful to local governments—once the clients are trusted to define their own needs.

The **goal** of capability-building shifts from imparting general skills and teaching procedures which are aimed at administering particular approaches to problems. Rather, the goal should be to facilitate action on particular problems, and to enable localities to take charge—to be versatile in inventing solutions.

The **target** shifts from particular individuals, especially top managers (Mayors and Governors, Development Coordinators, Budget Officers) so often targeted by training efforts. Instead, capability-building is aimed at organizations, viewed as composed by whole teams working on a common task (planning, budgeting, or administering local government operations).

Thus, the **emphasis** is no longer on better individual knowledge, but on improving organizational effectiveness, so that local governments can devise solutions themselves.

HOW SHOULD CAPABILITY-BUILDING BE UNDERTAKEN?

The **style** of capability-building should no longer be based on experts imparting theoretical abstract knowledge in training programs. Rather, experts should enable the participants, as adult learners, to solve problems on their own, with the expert providing very focused practical inputs.

The **method** changes from packaged lectures, which experience and research have shown to be weak methods of adult learning. Rather, capability-building should be increasingly customized to fit particular needs, and methods should be participatory to maximize learning effects.

The **venue** shifts from off-site, centralized training venues to which participants from a number of different organizations are brought for uniform training. Rather, it can be on-site, even in the office itself, as the focus is on training of organizational teams in one locality.

The **timing** of capability-building should not be based on the trainer's schedule. Rather, it should be based on when local government units need it for a specific task—the training activity is accomplished and the organization then proceeds to accomplish the task. In other words, the most effective training should not

be "any time;" it should be "just in time".

Finally, the results are no longer data intensive plans that are frameworks for future actions. Rather, organizations should, as a result of capability-building, focus strategically on particular task* intensive actions that must be undertaken to achieve particular goals.

**International Symposium on
"Local Development and the Role of the Government"**

organised by the Japan International Cooperation Agency (JICA)
March 5-6, 1998, Tokyo

The Role of Development Assistance in the Area of Decentralisation

Presented by Mr. Robertson Work, Principal Technical Adviser
Management Development and Governance Division
United Nations Development Programme

Ladies and gentlemen,

It is with great pleasure and honour that I represent the United Nations Development Programme at this important event. I would like to thank the Japan International Cooperation Agency for their invitation and this initiative.

The focus of this meeting —local development and the role of government— is indeed timely. We are living through a critical period in human history. The world today is changing at a bewildering pace, increasingly characterized by globalization and liberalization, social, economic and environmental problems that transcend national borders, and a dramatically altered global political environment, dominated by the rapid ascendancy of democracy.

Changes in the world's economic, political and social systems have indeed brought unprecedented improvements in human living conditions in both developed and developing countries. In particular, increases in global wealth and prosperity have brought with them significant successes in eradicating poverty worldwide and key indicators of human development have advanced strongly in the past few decades. Yet, just as such changes bring about general global prosperity, they have also resulted in widespread frustration, despondency and unrest. While more people are better off than ever before, and while exciting possibilities are opening up in all corners of the world, signs of breakdown are everywhere and poverty continues to leave millions mired in underdevelopment and hopelessness, with the gap between rich and poor increasing. The 1996 Human Development Report revealed some startling statistics: of the \$ 23 trillion global GDP in 1993, \$ 18 trillion was in the industrial countries - with only \$ 5 trillion in the developing countries, even though they have nearly 80% of the world's people. In fact, the poorest 20% of the world's people saw their share of global income decline from 2.3% to 1.4% over

the past 30 years. Meanwhile the share of the richest 20% rose from 70% to 85%. And finally, the assets of the world's 358 billionaires exceeds the combined annual incomes of countries with 45% of the world's people.

The scope and impact of global changes are having multiple dimensions and implications on nation states: implications that transcend geographic and cultural boundaries. Governments face unique and unprecedented pressures and the case for capable, effective governments to address these challenges has never been stronger. And it is therefore increasingly recognised that the success of countries in sustaining democratic and equitable societies depends, more than ever, on the effectiveness of governance practices in solving development problems.

There has been a growing consensus among the international community that effective and good governance is crucial for human development. The challenge for all societies is to create a system of governance that promotes, supports and sustains human development - especially for the poorest and most marginal. For this reason at UNDP, the importance of governance has become central to our work in promoting sustainable human development, and particularly poverty alleviation: approximately one-third of UNDP's resources are now devoted to activities which support good governance. As I am sure many of you know, since the early 90s, UNDP has advocated the concept of sustainable human development: development that is, above all, people-centered. It puts people first. It meets their basic needs, including the need to attain self-reliance and enlarges their opportunities, including the opportunities to live a long and healthy life, to be educated and to have the resources needed for a decent standard of living. It advances women rather than discriminates against them.

Such development does not occur in a political vacuum. It depends on effectiveness of governance practices in solving development problems and the empowerment of individuals to participate in the decisions that affect their lives. Without good governance, good development— people-centred development —will not move from promise to reality. The fundamental principles of good governance are universal: they include respect for human rights, particularly the rights of women and children, respect for the rule of law; political openness, participation and tolerance; accountability and transparency; administrative and bureaucratic capacity and efficiency. These are mutually reinforcing and cannot stand alone.

Governance is defined by UNDP as the exercise of economic, political, and administrative authority in managing a country's affairs at all levels and the means by which states promote social cohesion, integration, and ensure the well-being of their populations. It embraces all methods used to distribute power and manage public resources and the organizations and institutions that shape the parameters of government and the execution of policies and strategies.

Governance encompasses the mechanisms, processes, and institutions through which citizens and groups

articulate their interests, exercise their legal rights, meet their obligations, and resolve their differences. Good governance depends on public participation, ensuring that political, social, and economic priorities are based on broad consensus in society and that the poorest and most vulnerable populations can directly influence and participate in policy decision-making, particularly with respect to the allocation of development resources.

And more and more, both governments and the international community are recognising that governance begins in communities, villages and towns. Local governance provides the basis for the concept and the structure of governance. Evidence is increasingly demonstrating that decentralising governance, from the centre to regions, districts, local governments/authorities and local communities, can be an effective means of achieving critical objectives of human development-improving access to services, credit, employment, health, and education; increasing people's participation in economic, social and political activities; assisting in developing people's capacities; and enhancing government responsiveness. Local governance is about enabling people to participate more directly in decision-making processes and about empowering those people previously excluded from such processes.

While decentralizing governance is not an end in itself, it is often a means for creating more open, responsive, and effective local governments and for enhancing representational systems of community-level decision-making. By allowing local communities and regional entities to manage their own affairs, and through facilitating closer contact between central and local authorities, effective systems of local governance enable responses to people's needs and priorities to be heard, thereby ensuring that government interventions meet a variety of social needs. The implementation of sustainable human development strategies is therefore increasingly seen to require decentralized, local, participatory processes to identify and address priority objectives for poverty elimination, employment creation, gender equity, and environmental regeneration.

For this reason, decentralising governance is one of the priorities identified in the UNDP Policy on Governance. We use the term "decentralising governance" as we firmly believe that decentralization, in itself, will not be effective unless support is also provided to strengthen local governance. And, in turn, the achievement of good governance at the local level is also not possible without the transfer of responsibilities and capacities through decentralization. The term "decentralized governance" defines the systemic and harmonious interrelationship resulting from the balancing of power and responsibilities between central governments and other levels of government and non-governmental actors, and the capacity of local bodies to carry out their decentralized responsibilities using participatory mechanisms. More than 60% of our country programmes now include activities to support decentralised governance activities.

Decentralized governance can lead to closer contact between government officials, local communities, and

non governmental and community-based organizations. It is increasingly recognised that improved local governance will require not only strengthened governments but also the involvement of many other actors - including civil society organisations and the private sector. This is the key message of UNDP's Policy on Governance: that building capacity in all three domains of governance - state, civil society and the private sector - is critical for sustaining human development. The role of the local government becomes that of a facilitator, a catalytic force for enabling the innovative sharing of responsibilities.

The state, including both national and local government, is generally defined as including all political and public sector institutions. In recent years, pressures for governments to reduce, reorient and reconfigure are coming from three sources: the private sector, the civil society and global pressures from supra-nationals and worldwide social and economic trends. The nature and role of today's state is becoming increasingly focused on responsibility for the delivery of public services and the establishment and management of an enabling environment for development at the international, national, and local levels.

The private sector is demanding from the state a more conducive market environment and a more effective balance between state and market. And governments throughout the world are now seeing the private sector less and less as an institution antithetical to public economies and more as their natural partner, at both the local and national levels, for seeking innovative ways and means of improving service quality and delivery. The private sector includes private enterprises active in the marketplace, such as manufacturing, trade, banking, and cooperatives and includes activities of the informal sector. It has a crucial role to play in promoting social development since it is the primary source of opportunities for productivity, employment, income-generation, public investment, enterprise development, and economic growth.

And the civil society wants increased accountability and responsiveness from government, as well as greater opportunities for participation. A vigorous local governance system is essential to the creation and maintenance of a robust and active civil society, and a strong civil society is equally important to the creation and maintenance of vibrant, democratic, and innovative local governments. Civil society organizations are also increasingly being seen by governments as effective vehicles for reaching disadvantaged groups in decentralized programming exercises. Civil society lies between the state and the individual, comprising both individuals and groups interacting socially, politically, and economically and regulated by formal and informal rules and laws.

The clear message is that governments cannot act alone. This message was recently affirmed by the conclusions of the Second UN Conference on Human Settlements (Habitat II) which took place in June 1996 in Istanbul, Turkey. The Conference concluded a series of UN Conferences that started with the Children's Summit in New York in 1990 and continued with the Earth Summit in Rio in 1992, the Population Conference in Cairo in 1994, the Social Development Conference in Copenhagen in 1995, and the Women's Conference in Beijing in 1995. The clear message emerging from these Conferences was

that the 21st century will be the century of partnerships. While acting globally, the world community acknowledged the importance of local actors and local actions and recognised the considerable work that is needed to strengthen bridges between the various social actors. In this context, the local level of government increasingly represents one of the most important linkages in the transition from centralised forms of government to more participatory governance approaches.

In recent years, UNDP has been responding to these complex challenges and opportunities through the development of a number of global, regional and country-level projects and programmes, focusing increasing attention on strengthening capacities for decentralised governance within the overall mandate for promoting SHD. UNDP assistance has been directed towards systemic institutional analyses and the preparation of decentralization programmes, support for strengthening local authorities, direct assistance to civil society organizations concerned with local governance issues, support to rural institutions, local pilot projects, and evaluating, documenting, and disseminating decentralization experiences.

For example, at the regional level, UNDP is supporting a Project to Support Democracy, Governance and Participation in Europe and the CIS. One of the aims of the regional activity is to reinforce the establishment and strengthening of institutions central to democratisation, the enhancement of governance and the promotion of public participation through the systematic collection and dissemination of information on activities in the region, providing direct assistance to governments at both the national and regional levels, and enhancing the institutional transformation process through conducting regional consultations and meetings to share country experiences.

At the country level, UNDP's activities have been wide-ranging and, in many, countries long-term. For example, in Nepal, UNDP has been supporting the decentralisation process for more than 15 years, evolving from an informal advisory stage, through standard international technical assistance projects, to programmatic support of national initiatives. A further example of activities are those implemented by the UN Capital Development Fund such as their support to the establishment of local rural development funds (LRDF) in Palestine since 1994. These are viewed as the capital component in a broad integrated rural development project intended to promote decentralization. Due in part to the lack of a central administration in Palestine at the time, the Local Rural Development Project (LRDP) was designed to work directly with local authorities and community organizations. LRDP is intended as a "policy experiment", aimed at demonstrating what could be achieved through fiscal transfers to the local level, the promotion of community participation in the decision-making process, and the strengthening of formal and informal rural institutions.

I would now like to highlight two of the global activities as a further indication of how international assistance can support the process of decentralising governance. The first is the Local Initiative Facility for Urban Environment, or the LIFE Programme. The primary objective of the LIFE Programme is to

demonstrate solutions to urban environmental solutions. At the core of the programme are small projects designed, implemented and operated by local community-based organisations (CBOs), non-governmental organisations (NGOs) and local authorities.

While the small-scale projects are an important component of the LIFE Programme, even more important is the process through which the projects are designed and implemented. The programme uses urban environmental problems, such as water and sanitation and solid waste management, as an entry point for getting local actors to work together and to arrive at a mutual understanding. The programme is initiated in each pilot country with a national consultation to determine an overall national strategy and the criteria for project selection. Integral to this process is the national coordinator who arranges and organises local-local dialogues to bring together communities, local authorities and the private sector to discuss their environmental needs and priorities and to develop and implement their own plans. Through this process, small projects are designed and implemented by the communities. The analysis and lessons learned from this process then provide feedback for policy elaboration at the national, regional and global levels.

Through promoting the concepts of participation, partnership and dialogue at the local level, the programme directly promotes the concept that the implementation of sustainable human development strategies requires a decentralised, local participatory process to identify priority objectives, i.e. a participatory local governance process. Underlying the objectives are issues that can most effectively be resolved through local co-ordination, planning and action, all supported by enabling national and international policies.

I would also like to highlight a global programme which is particularly relevant to the focus of this meeting. The Decentralised Governance Programme is a global advocacy programme which will build on the accumulated experience of UNDP and other donors in the design and implementation of decentralized governance capacity building projects over the past several years. The global Programme is being managed by the Management Development and Governance Division (MDGD) which serves as a global laboratory for UNDP for piloting and researching new approaches and methodologies, policy articulation, cross fertilisation of best practices and learning based on country experiences, and the development of partnerships with governance organisations operating at the global level.

The Programme states as its core development objective: to contribute to the knowledge and learning process of UNDP, governments and other donors on how the capacities for good governance of the various actors—public, private and civil—at the appropriate levels—national, provincial, district, municipal, or community—can be strengthened in the areas of policy formulation, resource management, and service delivery/access in order to achieve poverty eradication and other SHD goals.

The Programme has initiated a number of activities. The first aims to directly contribute to the process of

knowledge generation in this area through a comprehensive two year research programme, which is being carried out in collaboration with the Massachusetts Institute of Technology (MIT), ten national research institutions in developing countries, and a number of experts in the field of decentralization. The research programme addresses the issues that, as more and more governments in the developing world look to decentralization as a mechanism for improving their efficiency and effectiveness, it is becoming increasingly necessary to address the serious gap that exists in our understanding of the various dimensions and complexities of decentralization. The Global Research Programme on Decentralized Governance focuses particularly on the interrelations between decentralization and good governance and the consequent effects on poverty eradication as the organization's primary focus area.

A second activity currently being initiated is consists of the documentation, analysis, collation, synthesis and dissemination of the experience in decentralised governance of selected countries which have made serious efforts to implement comprehensive plans for decentralisation of key governance functions. This process will particularly look at the contributions UNDP and other donors have made and their impact on the national process. The focus will be on a few countries and will result in the documentation and analysis of significant success stories and lessons learned.

The work of the international community in supporting the strengthening of decentralised governance processes has only just begun and we have a lot to learn. Decentralisation is not a panacea for all ills: much has still to be learned with regard to the impact the different arrangements subsumed under decentralization have on the poor. But we do know that it is only through decentralisation that the opportunities will arise for people to participate more directly in, and take responsibility for, the decisions that affect their lives: and this is our present and future challenge.

Thank you.

Factors to Consider in Designing Decentralised Governance Policies and Programmes to Achieve Sustainable People-Centred Development

Management Development and Governance Division
United Nations Development Programme, New York

February 1998

What decentralisation is

• A counterpoint to globalisation

Decentralisation is a counterpoint to globalisation. Globalisation removes decisions from the local and national stage to the global sphere of multi-national or non-national interests. Decentralisation on the other hand brings decision-making back to the sub-national and local levels. In designing decentralisation strategies it is necessary to view the interrelations of these various dimensions - global, regional, national, sub-national, local. In this regard, the role of the nation-state gains increased importance as a mediating force between the forces of globalisation and localisation.

• An integral part of democratisation

Decentralisation is an integral part of the logic of democratisation - the power of a people to determine their own form of government, representation, policies and services. In designing decentralisation strategies it is important to ensure adequate processes of accountability, transparency and responsiveness by all societal actors.

• A phenomenon involving multiple areas, actors and sectors

Decentralisation is a complex phenomenon involving many geographic entities, societal actors and social sectors. The geographic entities include the international, national, sub-national, and local. The societal actors include government, the private sector and civil society. The social sectors include all development themes - political, social, cultural and environmental. In designing decentralisation policies and programmes it is essential to use a systems-approach encompassing these overlapping social sectors and the different requirements which each makes.

• A logical application of core characteristics of good governance

Decentralisation is the logical application of the core characteristics of good governance at the sub-national and local levels. These characteristics include accountability, transparency, rule of law and responsiveness. In designing decentralisation policies and programmes, the core characteristics of good governance provide a set of practical guidelines to follow in designing mechanisms which will

"operationalise" these principles.

- **A mix of three types of functions and relationships**

Decentralisation is a mixture of administrative, fiscal and political functions and relationships. In the design of decentralisation systems all three must be included.

- **A mix of four dimensions**

Decentralisation involves four dimensions - the collective/exterior, the collective/interior, the individual/exterior and the individual/interior. The collective/exterior has to do with the institutional and legal forms and procedures. The collective/interior deals with the societal culture - the set of values and assumptions which are often unspoken or unacknowledged but nevertheless play a powerful role in human relationships. The individual/exterior dimension has to do with the observable behaviour of individuals within the various societal institutions, whether government, private sector or civil society. The dimension of the individual/interior deals with the mindset, world view, mental models, emotions and intuitions of individuals within institutions. Effective decentralised governance planning must be based on an analysis of these four dimensions.

- **A new form of communication**

Decentralisation involves new communication and information flows between each geographical area, societal actor and social sector. The district level is often a useful platform for the coming together of national and local actors for dialogue, decision-making, budgeting and reporting.

What decentralisation is not

- **An alternative to centralisation**

Decentralisation is not an alternative to centralisation. Both are needed. The complementary roles of national and sub-national actors should be determined by analysing the most effective ways and means of achieving a desired objective. For example, a national road system should be designed with both local input and national coordination. Foreign policy should be a national function based on the views of the citizenry. Solid waste management should primarily be dealt with through local mechanisms. And so forth. In designing a decentralisation strategy it is imperative that such an analysis be done.

- **Exclusively public sector reform**

Decentralisation is much more than public sector, civil service or administrative reform. It involves the roles and relationships of all of the societal actors, whether governmental, private sector or civil society. The design of decentralisation programmes must take this into account. This is why UNDP prefers the use of the term "decentralised governance" rather than the term decentralisation.

Why decentralise?

- **To achieve the goals of sustainable and people-centred development**

Decentralisation is a form and process of governance. Just as there can be good governance at the national level there can be good decentralised governance. Good governance includes the mechanisms and processes which enable a society to achieve more sustainable and people-centred development. Good decentralised governance includes the forms and procedures that allow a society to achieve at the sub-national and local levels the goals of poverty eradication, sustainable livelihoods, environmental regeneration, and gender equality. It is therefore imperative that in the design of decentralised governance policies and programmes these long term goals be reflected in the mechanisms and institutions being proposed at the national, sub-national and local levels. It cannot be assumed that these goals will automatically be achieved through decentralisation. They must be designed into the decentralisation process itself.

How to decentralise?

- **Consider the existing cultural DNA**

Decentralisation is affected by the "cultural DNA" of a society - the images, assumptions and internal stories people operate out of regarding issues of authority, role of government, role of the citizen, conflict, consensus, power, role of elites, role of the poor, the role of women, the role of capital, etc. In order to design effective strategies and mechanisms of decentralisation, it is necessary to analyse the underlying cultural DNA which gives rise to the actual behaviour and relationships entailed.

- **Consider changing relationships**

Decentralisation always involves changes of relationships between and among different societal actors, social sectors and geographic areas. These changes can be threatening or can be seen as enabling for all parties - a win-win situation. In designing decentralisation strategies it is necessary to think through the most effective approaches to making changes in relationships of power, authority and responsibility based on the motivation and self-interest of the various parties involved and the common objectives shared by all groups and individuals. It is necessary to empower and build the capacities of the weaker actors and to provide incentives for each party to make the desired changes.

- **Consider timing and sequencing**

Decentralisation is a long-term effort in which timing and phasing are crucial. In designing and implementing decentralisation an evolutionary approach should be adopted rather than a "shock treatment". Even so there is no universal recipe for the sequencing of decentralisation.

- **Consider enhancing mechanisms of participation and partnership**

Decentralisation is increased in effectiveness through mechanisms of full participation and partnership. Participation must involve all the societal actors playing their optimal and legitimate roles in policy formulation, resource management and service provision. Popular participation is crucial in each phase of decentralisation, from situational analysis, design, implementation, monitoring, evaluation and feedback. Partnership must be based on mutual trust and understanding of the various actors, acknowledging that each has both strengths and weaknesses. Each actor must both enable the other actors in their legitimate roles and hold them accountable if they step outside their legitimate mandates. It is important to select suitable entry points for partnerships which allow for collaborative efforts among the different actors. Funding should be made available for micro-projects involving collaboration. The design of decentralisation efforts must promote both participation and partnership formation.

- **Consider the mental model which is being used**

Decentralisation as a term concept from a mental model containing a centre and a periphery. This is only a model just as a pyramidal social structure is only a mental model. When we view a society as a whole system we see not vertical layers (as in a pyramid) or concentric layers (as in the centric model), but rather a horizontal playing field with autonomous yet interrelated actors, sectors and geographic areas. Hobbes provides us with another mental model of a society - the human body. In designing decentralisation policies and programmes it is necessary to be self-conscious of the mental model one is using and if necessary to adapt or completely change the model to better fit reality.

What is a donors role?

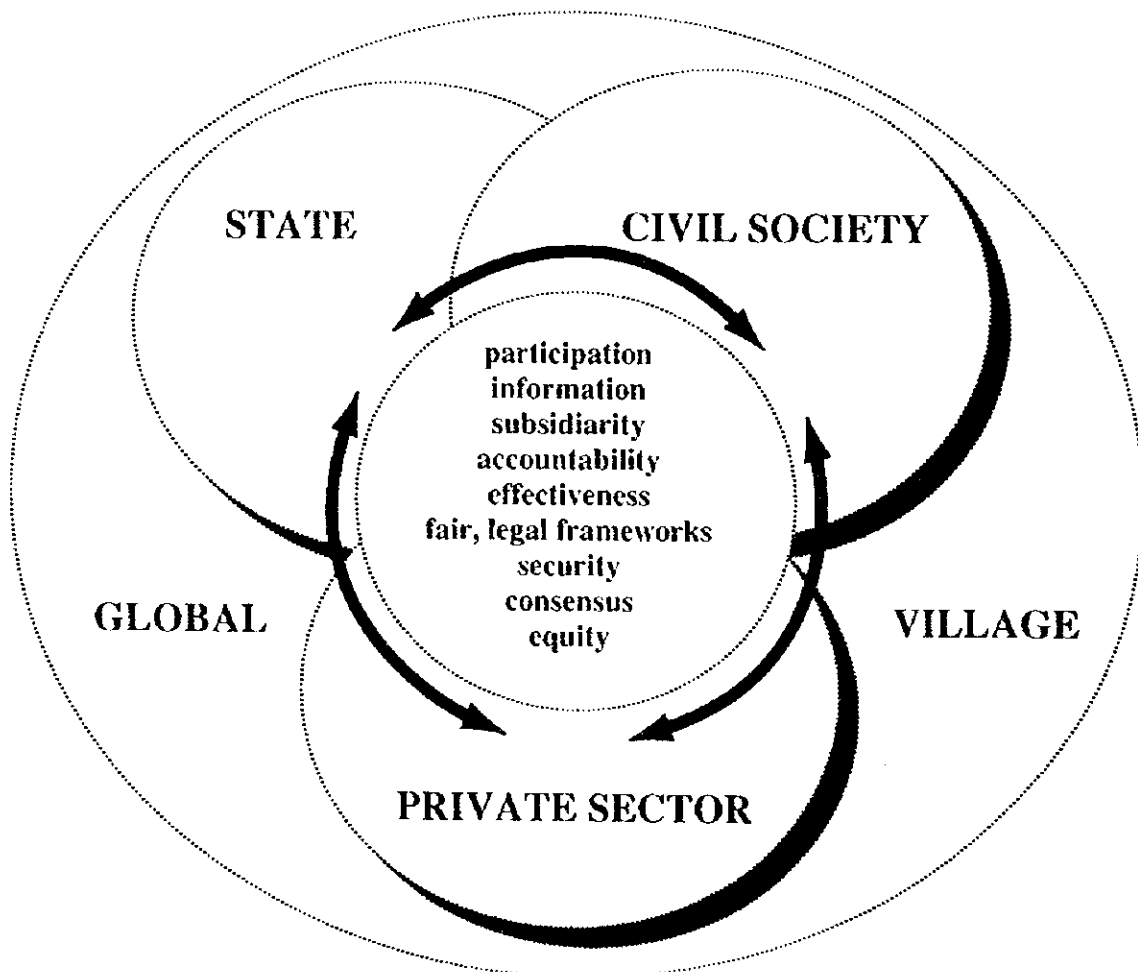
Decentralisation is a sensitive national issue. Donors should not attempt to control this process but to play a facilitative role. Donors should see decentralisation as a learning process and should allow for mistakes to be made and learning to take place. Donors should use a process consultation approach in the design of programmes involving the local and national actors in each phase of the programme cycle.

Sustainable Human Development

- is pro-people
- is pro-jobs
- is pro-nature
- is pro-gender equity:

supports improvements in the status of women & opening of opportunities to women

FEATURES OF SOUND GOVERNANCE

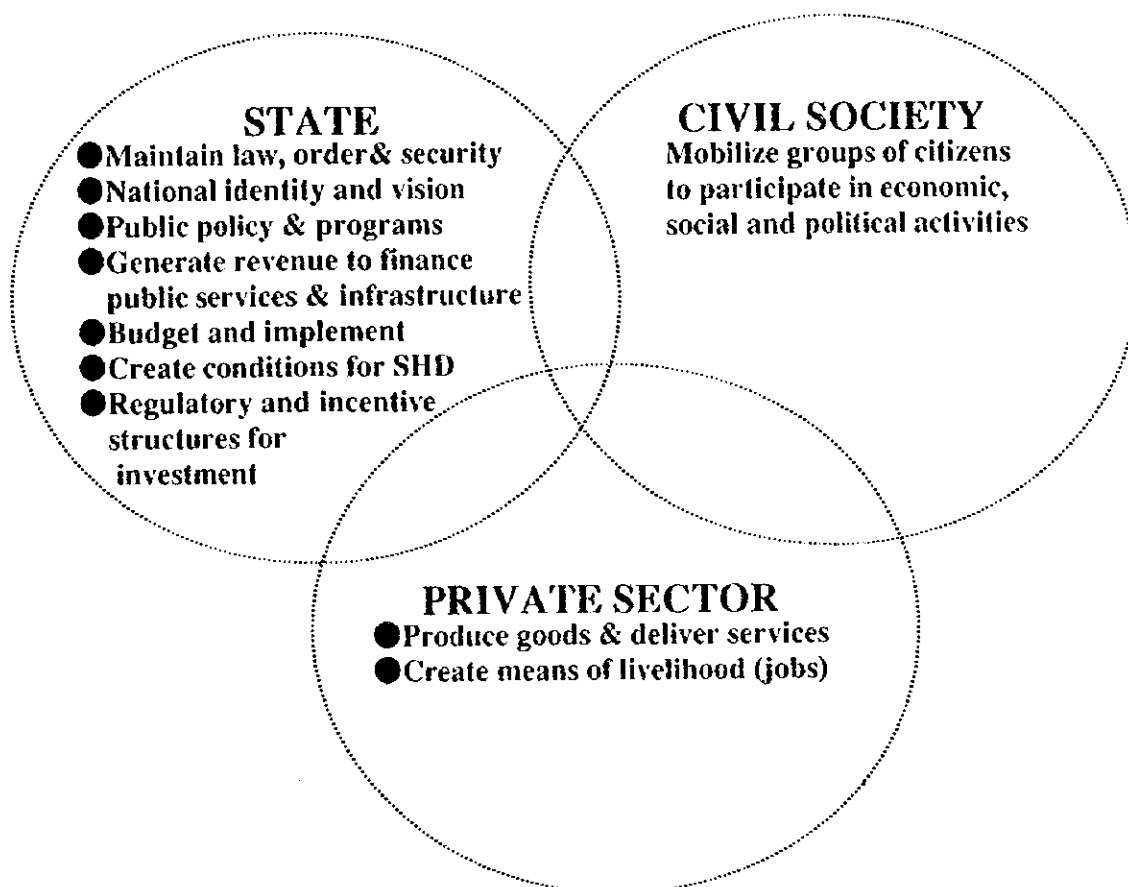


Governance -UNDP Definition-

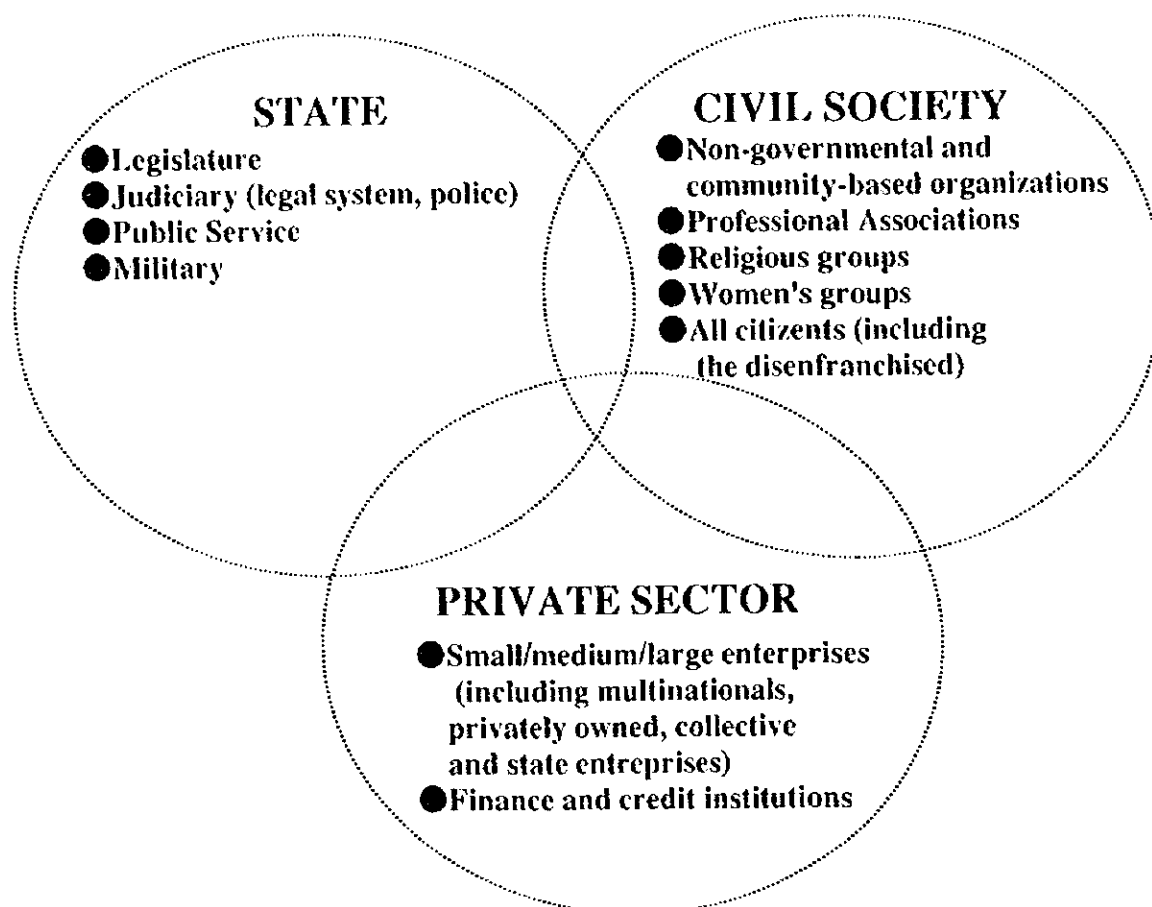
Governance can be seen as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.

Governance for Sustainable Human Development: A UNDP Policy document.

THE FUNCTIONS



THE ACTORS



Steps to a national programme: the LIFE methodology

1. Catalyse a national dialogues, set strategies, gather support

- * Identify key local actors
- * Recruit a national coordinator
- * Hold a national participatory workshop
- * Activate a selection committee
- * Mobilise local resources and support

national level

3. Initiate the dissemination and exchange of information nationally and internationally

- * Help evaluate and document projects
- * Assist in disseminating and exchanging information
- * Start and upstream policy dialogue based on project results
- * Conduct national and international workshops

2. Ensure effective, collaborative, small-scale projects

- * Conduct provincial workshops to help formulate collaborative projects
- * Solicit project proposals from NGOs, CBOs, local authorities
- * Select and fund suitable projects
- * Help implement projects, providing training, monitoring, networking

community level

BRAZIL

■ Rio-Mexilhao project (Niteroi)

Organizations involved: Jurujuba Cooperative of Shellfish Farmers, municipal government of Niteroi, Fishing Institute (Rio), Urban Studies Institute (Rio) and planning and administrative secretariat of Rio State

LIFE grant: \$30,000

Objective: Prevent depletion of shellfish stocks and improve income of local shellfish collectors and fishermen.

■ Project Lupa/Zona Sul (Rio de Janeiro)

Organizations involved: The Roda Viva Association, Environment Secretariat of Rio municipal government, Municipal Education Secretariat of Rio, State Education Secretariat of Rio and State University of Rio

LIFE grant: \$20,000

Objective: Increase environmental awareness through an education programme for children in hillside slum schools.

■ "Adopt a tree" (Vital Brasil Hills)

Organizations involved: Advocates of the Earth, local community, municipal government of Rio, State University of Rio, Forest Engineers Association of Rio State and Vital Brasil Inshtute

LIFE grant: \$15,000

Objective: Reforest area devastated by low income settlements and subject to frequent landslides in rainy periods.

EGYPT

■ Garbage removal (New Beni Suef City)

Organizations involved: Local community development association of Beni Suef, the environmental protection association of Beni Suef, and the Muslim Youth Association

LIFE grant: \$48,961

Objective: Test technology for garbage collection in narrow streets; employ 16 young people.

■ Environmental development (Ein Helwan area of Cairo)

Organizations involved: The Arab Office for Youth and Environment, the Association for the Protection of the Environment, the Egyptian Red Crescent Society, the Central Association for Integrated Care and the government of Cairo

LIFE grant: \$49,911

Objective: Clean streets, collect solid waste, plant 10,000 trees, create a park and play area and conduct seminars on environmental and hygiene issues.

■ **Latrine installation (Hekr Abu Hashim area of (Cairo)**

Organizations involved: Coptic Evangelical Society for Social Services, community residents and the government of Cairo

LIFE grant: \$37,092

Objective: Install latrines and connect them to the public sewerage system.

JAMAICA

■ **Paper recycling (Morant Bay)**

Organization involved: 3Ds Parent Group

LIFE grant: \$11,515

Objective: Collect wastepaper and manufacture stationery and greeting cards from recycled paper.

■ **Playgrounds from waste (countrywide)**

Organization involved: Community Environmental Resource Centre

LIFE grant: \$34,848

Objective: Construct play areas using waste material, hold workshops on the use of waste materials and train residents in manufacturing and maintaining playground equipment.

■ **Water supply project (Maxfield, Trelawny)**

Organizations involved: Maxfield Citizens Association, Trelawny parish council and national water commission

LIFE grant: \$22,221

Objective: Provide a water supply to a community that has been without one for years.

PAKISTAN

■ **Low-cost sanitation (Mominabad, Gujranwala)**

Organizations involved: Organization for Participatory Development, Orangi Pilot Project and Mominabad community

LIFE grant: \$13,000

Objective: Provide modern sanitation with low-cost sewerage system on self-help, self-managed basis.

■ **Polythylene bag recycling (Karachi)**

Organization involved: Society for Conservation and Protection of the Environment (SCOPE)

LIFE grant: \$9,868

Objective: Find practical and cost-effective methods of recycling non-biodegradable black polyethylene bags.

■ **Primary school books (Karachi)**

Organization involved: The Book Group

LIFE grant: \$11,382

Objective: Produce 30,000 primary-level books and a teachers' guide to environmental training; provide training for five schools.

SENEGAL

■ **Cleanup and tree planting (kedougou)**

Organizations involved: Youth Association and volunteers from kedougou community

LIFE grant: \$10,000

Objective: Clean up environment, plant trees and maintain infrastructure.

■ **Waste management (Thies neighborhoods at Cite Lamy, Diamague and Medina Fall)**

Organizations involved: Women's Committee on Health from Cite Lamy, NGO-Rodale International and the community of Thies

LIFE grant: \$28,000

Objective: Involve and NGO, a women's group and the community in waste management.

■ **Cleanup of drainage system (Dakar)**

Organizations involved: NGO-CAMCUD of Dakar, urban community and African Institute on Urban Management

LIFE grant: \$50,000

Objective: Clean up and maintain the sewerage system and preserve the urban environment.

TANZANIA

■ **Street kids vocational training center (Mbezi-Luisi in Dar es Salaam)**

Organization involved: The Catholic Archdiocese of Dar es Salaam

LIFE grant: \$13,520

Objective: Provide vocational training centre with two underground deep-water wells and a solar panel to provide heat for kitchen and laundry.

■ **Improvement of Mwaloni market (Mwanza Municipality)**

Organization involved: Mwanza municipal council

LIFE grant: \$43,000

Objective: Improve water supply, latrines and waste collection for market users.

■ **Town public toilet services (Zanzibar municipality)**

Organization involved: The Drainage and Sewerage Division of Zanzibar municipal council

LIFE grant: \$8,253

Objective: Renovate public toilets and employ youths to clean them and to collect fees from the users.

THAILAND

■ **Canal and community environmental improvement (Bo Wah and Samrong communities in Songkhla)**

Organizations involved: Human Settlement Foundation and community council

LIFE grant: \$17,660

Objective: Rehabilitate and clean 5 kilometres of Samrong canal.

■ **Promotion of environmental management (Taeparak slum in Khon Kaen municipality)**

Organization involved: NGO-Cord in Northeastern Thailand

LIFE grant: \$20,000

Objective: Promote local-local dialogue as a step towards solving environmental problems.

■ **Fresh market for health and environment (Nonthaburi)**

Organizations involved: Folk Doctors Association, city council and women vendors

LIFE grant: \$20,000

Objective: Improve conditions for women vendors and market customers.

DECENTRALIZED GOVERNANCE PROGRAMME

**Strengthening Capacity for
People-Centred Development**

OVERALL PROGRAMME OBJECTIVE

The overall objective of the Programme is to contribute to the learning process of UNDP, governments and other donors on how the capacities for good governance of the various actors-public, private and civic-at the appropriate levels-national, provincial, district, municipal, village or community-can be strengthened in the areas of policy formulation, resource management, and service delivery/access in order to achieve poverty eradication and other SHD goals.

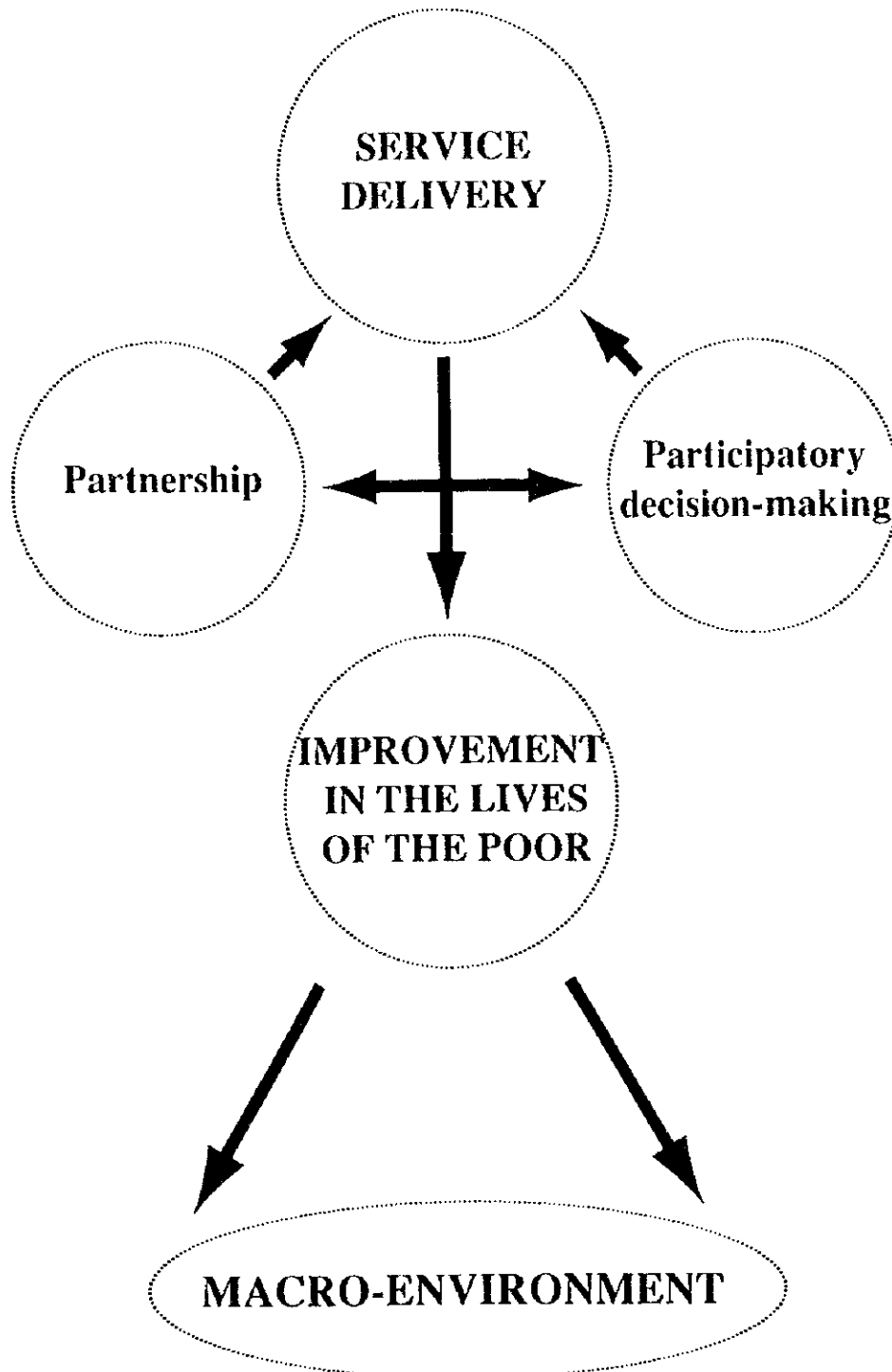
Decentralised Governance Global Research Project

Objective: to directly contribute to the process of knowledge generation with regard to the interrelations between decentralization and good governance and the consequent effects on poverty eradication.

Primary Research Question: "What are effective mechanisms, processes or procedures of decentralized governance which contribute to measurable improvements in the quality of life of men and women living in rural and/or urban poverty?"

Partners: Ten Research Institutions (Poland, Jordan, India, Pakistan, the Philippines, Brazil, Honduras, Uganda, South Africa, and Senegal) and the Massachusetts Institute of Technology (MIT).

LOCAL SUCCESS CASE STUDY



In-Depth Country Thematic Assessments

Objectives: (1) to directly contribute to the process of knowledge generation with regard to the interrelations between decentralization and good governance and the consequent effects on poverty eradication and (2) to enhance understanding on the role development agencies and donors can play in supporting decentralization.

Activities: The documentation, analysis, collation, synthesis and dissemination of the experience in decentralized governance of selected countries which have made serious efforts to implement comprehensive plans for decentralization of key governance functions with UNDP collaboration and, in particular, to assess the contributions UNDP and other donors have made. The result will be the documentation and analysis of Success Stories and Lessons Learned.

Partners: Three research institutions in selected countries.

JICA

