

*Thematic global evaluation of the Commission  
support to decentralisation processes*

Final Report

Volume 2b

February 2012

*Evaluation for the European Commission*







Aide à la Décision  
Economique  
Belgium



PARTICIP GmbH  
Germany



Development  
Researchers'  
Network  
Italy



Deutsches Institut für  
Entwicklungspolitik  
Germany



European Centre for  
Development Policy  
Management  
Belgium



Overseas Development  
Institute,  
United Kingdom

A consortium of  
EGEVAL II (ADE-Particip)-DRN-  
DIE-ECDPM-ODI  
c/o ADE, leading company:

**ADE s.a.**

Rue de Clairvaux, 40, Bte 101  
B - 1348 Louvain-La-Neuve /  
Belgium  
Phone: +32 10 45 45 10  
Fax: +32 10 45 40 99  
Email: [ade@ade.be](mailto:ade@ade.be)

**EGEVAL II Headquarters**

Merzhauser Str. 183  
D - 79100 Freiburg / Germany  
Phone: +49-761-79074-0  
Fax: +49-761-79074-90  
Email: [info@egeval.org](mailto:info@egeval.org)

Framework contract for  
**Multi-country thematic and regional/country-level strategy  
evaluation studies and synthesis in the area of external co-  
operation**

**LOT 1:  
Multi-Country Evaluation Studies of Economic  
sectors/themes of EC External Cooperation**

**Ref.: EuropeAid/122888/C/SER/Multi  
Request for Service: 2009/226838**

**Thematic global evaluation of the  
Commission support to decentralisation  
processes**

**FINAL REPORT**

*February 2012*

**This evaluation was carried out by  
Particip GmbH**



The evaluation is being managed by the Evaluation Unit of DG DEVCO.

The author accepts sole responsibility for this report, drawn up on behalf of the Commission of the European Union. The report does not necessarily reflect the views of the Commission.



# Thematic global evaluation of the Commission support to decentralisation processes

## Final Report

The report consists of 2 volumes:

**Volume I: Main report**

**Volume II: Annexes**

### VOLUME I: MAIN REPORT

1. Introduction
2. Methodology
3. Answers to the Evaluation Questions
4. Conclusions and Recommendations

### VOLUME IIA: ANNEX 1 - DETAILED INFORMATION MATRIX

1. EQ1: Policy framework
2. EQ2: Institutional capacity
3. EQ3: National context
4. EQ4: 3Cs
5. EQ5: Transfer of functions & resources
6. EQ6: Stakeholders' capacities
7. EQ7: Local governance
8. EQ8: Service delivery

### VOLUME IIB: ANNEX 2 TO 10

- |                                                     |                        |
|-----------------------------------------------------|------------------------|
| 1. Annex 2: Terms of Reference                      | <i>(Pages 1-21)</i>    |
| 2. Annex 3: Inventory                               | <i>(Pages 22-77)</i>   |
| 3. Annex 4: Results of the survey to EU Delegations | <i>(Pages 78-115)</i>  |
| 4. Annex 5: MTRs & JARs analysis                    | <i>(Pages 116-138)</i> |
| 5. Annex 6: CSP analysis                            | <i>(Pages 139-281)</i> |
| 6. Annex 7: CSE analysis                            | <i>(Pages 282-301)</i> |
| 7. Annex 8: ROM analysis                            | <i>(Pages 302-320)</i> |
| 8. Annex 9: Evaluation Matrix                       | <i>(Pages 321-326)</i> |
| 9. Annex 10: List of People Interviewed             | <i>(Pages 327-335)</i> |

### VOLUME IIC: ANNEXE 11 - COUNTRY NOTES

1. Benin
2. Honduras
3. Lebanon
4. Mali
5. Peru
6. The Philippines
7. Rwanda
8. Sierra Leone
9. South Africa
10. Tanzania





## **Annex 2: Terms of Reference**

---



EUROPEAN COMMISSION  
EuropeAid Co-operation Office

**Evaluation**

**Thematic global evaluation of the European Commission  
support  
to Decentralisation processes**

**TERMS OF REFERENCE**

**November 2009**

## TABLE OF CONTENTS

|                                                                |    |
|----------------------------------------------------------------|----|
| 1. MANDATE AND OBJECTIVES .....                                | 1  |
| 2. BACKGROUND .....                                            | 1  |
| 3. PURPOSE AND SCOPE OF THE EVALUATION .....                   | 6  |
| 4. METHODOLOGY AND APPROACH .....                              | 8  |
| 4.1. Desk phase.....                                           | 9  |
| 4.2. Field phase.....                                          | 11 |
| 4.3. Final reports and seminar .....                           | 11 |
| 4.4. Dissemination and follow-up .....                         | 13 |
| 5. IDENTIFICATION OF THE EVALUATION QUESTIONS/ISSUES.....      | 13 |
| 6. MANAGEMENT AND SUPERVISION OF THE EVALUATION .....          | 14 |
| 7. EVALUATION TEAM.....                                        | 15 |
| 8. TIMING.....                                                 | 15 |
| 9. COST OF THE EVALUATION AND PAYMENT MODALITIES .....         | 16 |
| ANNEX 1 – KEY DOCUMENTATION (NON-EXHAUSTIVE LIST) .....        |    |
| ANNEX 2- GUIDANCE TO THE COUNTRY NOTES                         |    |
| ANNEX 3 OUTLINE STRUCTURE OF THE FINAL EVALUATION REPORT ..... | 17 |
| ANNEX 4 - QUALITY ASSESSMENT GRID .....                        | 21 |

## 1. MANDATE AND OBJECTIVES

The European Commission (EC) proceeds to systematic and timely evaluation of its activities and expenditure programmes, as a means of accounting and as a way of promoting a lesson-learning culture throughout the organisation. Particularly, through this external independent evaluation, the EC wants to assess the effects of its support to Decentralisation processes (DP) and requests recommendation for continued support.

The focus is on the **impact** (effects) of external co-operation support to DP and a **result-oriented approach**, in the context of the programmes managed by the Directorate Generals of External relations (RELEX), of Development (DEV) and the EuropeAid Co-operation Office. In addition to evaluating impacts of programmes, the evaluations serve to assess the adequacy and impacts of policy decisions taken by the European Commission and the EU on the whole.

This evaluation is part of the 2009 evaluation programme as approved by the External Relations and Development and Humanitarian aid Commissioners.

The main objectives of the evaluation are:

- to provide the relevant external co-operation services of the EC and the wider public with an overall independent assessment of the Commission's past and current cooperation support to decentralisation processes;
- to identify key lessons in order to improve the current and future strategies and programmes of the Commission.

## 2. BACKGROUND

### **The framework of Decentralisation processes as drawn from the international context and literature**

Decentralisation processes aim at a balance of power over the whole territory and at bringing decision-making process closer to the citizens. Thus, the overall process aims at the construction of capable States, based on legitimacy and good governance<sup>1</sup> that can guarantee stability, peace and the efficient and effective delivery of goods and services.

Within literature there are differences in the concept of "decentralisation". This is partly due to different administrative cultures and though core elements are consistent yet there are important variations.

Despite decentralisation processes have in common the aim of a larger participative and inclusive governance, closer to citizens needs, along with strengthened accountability, there are cultures that understand decentralisation as an aim in itself (political approach) and cultures which consider decentralisation a means towards place decision-making, responsibility and activities at the level they can be best realized (functional or technocratic approach)<sup>2</sup>.

---

<sup>1</sup> EC documents define Decentralisation as a cluster of Good governance. Furthermore, good governance and economic governance are recognised as pre-requisites of economic growth and poverty reduction.

<sup>2</sup> This is also the principle of "Subsidiarity" as defined within European Law.

A decentralisation process encompasses three major dimensions: 1) political, 2) administrative (including civil servants policy) and 3) fiscal. Within decentralisation processes there are three main forms of transfer of power: "de-concentration", or the transfer of some attributions from central administrative units to local State units; "delegation" where some authority and responsibilities are both transferred but there is a principal-agent relationship between the central and sub-national government with the agent remaining accountable to the principal; "devolution" the most extensive form of decentralisation where a government devolves responsibility, authority and accountability<sup>3</sup> to sub-national or local levels with some degree of political autonomy.

Decentralisation has been used since the early 1950 for a wide range of institutional reforms and, since the 1990's, when the large majority of partner countries have engaged in some form of decentralisation process, it has come into prominence in the development agenda.

This increase in importance has been translated by the EC at various levels:

### **The European Commission approach**

- **Policy level**, in particular through the EC Communications, the thematic Evaluation on Good Governance (2006) and the Regional agreements that recognise the importance of governance, of decentralisation as a governance cluster and that of local governments;
- **Operational level**, through working documents, particularly the reference document "Supporting decentralisation and Local governance in third countries"<sup>4</sup> (SDLG), a substantial increase of financial resources allocated to local governance and the enlargement of geographical coverage (50 countries from ACP region, Latin America, Asia and Neighbourhood sub-areas);
- **EC Involvement in various<sup>5</sup> thematic and reflexion networks** such as the Informal Development Partners Working Group on Local Governance and Decentralisation (DPWG-LDG)<sup>6</sup>.

---

<sup>3</sup> Accountability shall be understood as *upstream accountability* (central government, donors agencies, taxpayers) *downstream accountability* (local politicians, communities, users).

<sup>4</sup> "Supporting Decentralisation and Local Governance in Third Countries" Tools and methods series (January 2007) was elaborated in a participatory way with EC Delegations to ensure capitalisation of experiences and ownership. Furthermore, 2004 the EuropeAid E/4 had elaborated a Draft Handbook on Governance in which decentralisation was already included as a cluster of Good governance.

<sup>5</sup> Reference is made to the Train 4dev platform and namely to two groups: 1) the Local governance /decentralisation group where participate also Switzerland, Holland and Germany (Inwent), 2) the PSR group, where participate also Belgium and Germany (GTZ).

<sup>6</sup> Members of the informal working group are: African Development Bank, Austrian Development Agency, Belgian Technical Cooperation, Canadian International Development Agency, Dutch Ministry of Foreign Affairs, EuropeAid-European Commission, French Ministry of Foreign Affairs, French Development Agency, Gesellschaft für Technische Zusammenarbeit, German Development Bank, German Development Service, German Federal Ministry for Economic Cooperation and Development, InWent GmbH, Capacity building international, Irish Aid, Joint Africa Institute, Norwegian Agency for Development Cooperation, Ministry of Foreign Affairs of Finland, Royal Danish Ministry of Foreign Affairs, Swiss Agency for Development and Cooperation, Spanish Ministry of Foreign Affairs and Cooperation, Swedish International Development and

The overall objectives pursued by the EC in its support to decentralisation processes are: (1) Promoting democratic governance at local level and (2) Poverty reduction and achievement of the Millennium Development Goals (MDGs) through improved social service delivery and economic development.

The EC, so far, has opted for a pragmatic approach, taking into account the 3 functional dimensions of decentralisation processes (political, administrative and fiscal), the following being the definitions provided within the SDLG working document:

- **Political** decentralisation: where political power and authority have been partially transferred to sub-national levels of government ;
- **Administrative** decentralisation: "where decision-making authority, resources and responsibilities for the delivery of a select number of public services or functions are transferred from the central government to other (non elected) levels of government, agencies or field offices of central government line agencies/ministries. It is associated with (i) de-concentration; (ii) delegation, (iii) divestment<sup>7</sup>; administrative decentralisation is often part of civil service reform".
- **Fiscal decentralisation**: ""refers to the transfer to local government of: i) funds and ii) revenue-generating power and authority".

A Decentralisation process is conceived as **a mode of organisation of the public sector** allowing for **modularity** and **sequence** between its different features (devolution, de-concentration, delegation and divestment) according to the **context and sector specificities**. Therefore, decentralisation it is understood as "more and better state where it is needed", in line with the principle of **subsidiarity**. Balance between the three dimensions of decentralisation, political, administrative and fiscal, is recognised as a requirement for effectiveness of decentralisation reforms.

Decentralisation processes imply changes in the national **accountability lines**, which along with the Accra Agenda for Action provide a framework to carry out a **multi actor and multi layer dialogue** with Local Governments Associations and with Non State Actors.

The SDLG document along with the Reference documents for "Institutional Assessment and capacity development" and the "Toolkit for capacity development" provide tools to assess the context, and institutional analysis<sup>8</sup> that should be the starting point to strategy response and information dialogue at all levels.

Despite there is not a consensus on "approaches" and "entry points" to support decentralisation processes, yet EC definitions are used within documents elaborated by the Informal Donor

---

Cooperation Agency, UN-Habitat, UNDP, UNCDF, United Kingdom Department for International Development, US Agency for International Development, World Bank.

<sup>7</sup> By "divestment" it is meant the transferring from government to voluntary, private or non governmental institutions which implies contracting out service provisions or administrative functions (partially or fully).

<sup>8</sup> Including the Political economy and Governance analysis.

Working Group on Decentralisation and Local Governance<sup>9</sup>. Consensus has emerged as regards the multiple shapes of decentralisation processes and the need for Political will and country demand driven approach<sup>10</sup>. The EC adopts a variety of **entry points** (the top-down approach, the bottom-up approach and the sector approach through i.e. "policy support to decentralisation", "public administration reform", "services/sector decentralisation", "rural development"... ) and different aid delivery modalities (project, programme, pool funding, budget support) to adapt to context specificities.

## 1- Geographic programmes:

- **Direct support to decentralisation processes as part of State public reform:** Support can follow either a top down approach, focussing on decentralisation as a process of legal and regulatory evolutions towards further decentralisation, or a bottom-up approach aiming a supporting and developing sub-national local government's capacities and responsiveness to implement the existing legal framework and ensure improved public sector efficiency and local governance, focussing on local governance actors at local and "mesolevels" (ex. Support to municipalities and local governance, local institutional development...). Bottom-up approaches may evolve towards a top down reform process providing the right sequencing and alignment to national policies is ensured.
- **Sector operations in decentralised contexts:** which imply targeting sub-national levels towards sector outcomes and having a comprehensive approach inclusive of the 3 dimensions of decentralisation. Thus, in this case, decentralisation is the context of intervention that needs to be considered to ensure improved outcomes at the bottom end of service delivery.
- **Local development projects and programmes:** which aim at wealth creation, redistribution of market opportunities and improved service delivery, carried out by local authorities and actors.

This represent the bulk of EC co-operation, programmed within Country strategy papers and National indicative programmes (CSPs/NIPs)

**2- Thematic programme:** several thematic programmes allow for partnering approach, i.e. the "Non State Actors and Local Authorities" programme (2007) that foresees three areas for intervention (actions in developing countries and regions, awareness raising and development education in Europe and coordination between civil society and local authorities), These programmes are mainly implemented through global or country level calls for proposals.

---

<sup>9</sup> The same definitions have also been used in the recent EU Charter on Local Governance (2008).

<sup>10</sup> Political will: Existence of a basic legal framework which clearly stipulate the division of roles, responsibilities and resources between actors of different tiers of government, Financial resources to undertake assigned functions, Human resources in local governments, Mechanisms for political accountability, Central institutional arrangements, Long term time bound horizon, Identification of "champions of reforms" and incentives for other actors to "buy in", Application of the principle of subsidiarity when identifying projects and programmes.

## *EC Communications*

The increased attention to the good governance agenda has highlighted decentralisation processes as one means towards democratic systems while EC Communications identify decentralisation processes as one of the clusters of good governance<sup>11</sup>.

The political nature of governance and public reforms has required the EC to play a complex role. In this sense, the thematic Evaluation on "EC support to Good Governance" (2006) identified several challenges such as the need for improved articulation between the political, development agency and aid administration role of the EC. It also highlighted the need to improve capitalisation and adaptation of intervention modalities. The evaluation focused on several governance clusters among which decentralisation support processes. Several push factors for decentralisation processes were identified namely: (1) the engagement of partner countries in a form of decentralisation; (2) the recognition of the role of local governments; (3) the identification of effective approaches to sustainable local development; (4) the need for addressing different development dimensions with coherence and complementarity and with attention to the principle of subsidiarity.

## *Regional Agreements*

Within EC Regional agreements, governance is a priority and the role of local authorities in development is acknowledged.

- **The Cotonou agreement:** Governance is a fundamental element of the partnership with ACP countries in the aid effectiveness context and the role of local authorities as actors of development is fully recognised (Art. 4 and Art. 93) opening for opportunities to towards further structuring a multi actor dialogue.
- **Latin America Region:** the strategic partnership with Latin America recognises as a priority the reinforcement of democratic governance. In this sense, the COM (2005)636 "A stronger partnership between the European Union and Latin America"<sup>12</sup> includes the contribution to stability and prosperity through social cohesion and the promotion of

- 
- <sup>11</sup> The European Development Policy Statement that considers decentralisation as a governance cluster.
  - *The 2003 EC Communication "Governance and development"* marks an evolution towards a more political vision to governance and recognises its multi dimensional nature as well as the importance of decentralisation as a governance cluster, and by extension, the need to recognise local authorities' role.
  - *The 2005 European Consensus on Development and the 2006 EC Communication* marks a new enlargement of the concept by including the political, economic, social and environmental dimensions and further recognising the importance of multi layer governance and role of local authorities for the achievement of MDGs.
  - *2008 EC Communication "Local authorities: Actors for Development"* and the *EC Charter on Local governance* further concentrate on the role of local authorities with a particular emphasis on European local authorities for the EC Communication and on decentralised cooperation actors for the EU Charter.

<sup>12</sup> More documentation on the recently launched New EC-Latin America strategy may be made available during the evaluation process and should then taken on board in line with the "forward looking" approach set out under point 3. "Purpose and scope of the evaluation"



democratic governance- that explicitly includes support to decentralisation processes-. Finally, the Vienna summit confirms the relevance of these objectives as well as the importance of considering local, national and regional levels.

- **Neighbourhood Policy:** the ENP highlights democracy, human rights, rule of law and governance as common values of the partnerships. The Barcelona process and "Association agreements" frame the partnership with Mediterranean countries. The Paris Summit (July 2008) launched the Union for the Mediterranean to reinforce the partnership and the joint declaration of Head of States acknowledged the importance of active participation of Non State Actors, local and regional authorities and of the private sector as well as it reconfirms the engagement to reinforce democracy.

The **Eastern partnership:** the EC Communication on the Eastern Partnership (2008 and the Joint Declaration of the Prague Summit on the Eastern Partnership (2009) aim at promoting democracy, good governance, regional development and social cohesion as a way to reduce socio economic disparities. To this aim, four thematic platforms are foreseen: (1) Democracy, good governance and stability; (2) economic integration and convergence with European sector policies; (3) energetic security; (4) interpersonal contacts. The communication invites the Committee of the Regions to participate to the first and fourth thematic platforms.

- **Asia Region:** the EC Communication "A strategic framework to strengthening Europe-Asia partnership"(2001) identifies the need to contribute to the promotion of democracy, good governance and rule of law. For South Asia, the Communication mentions explicitly that cooperation activities will be realised in collaboration with local and regional authorities as well as with national administrations. In the same line, the Communication "A new partnership with South-East Asia"(2003) recalls the need to promote good governance.

### 3. PURPOSE AND SCOPE OF THE EVALUATION

The purpose of the evaluation is to gain key relevant lessons and to provide recommendations to help for opportune and timely support to decentralisation processes; it shall cover aid delivery over the period 2000-2009, taking into account the **different entry points** described (top-down, bottom-up, sectoral)<sup>13</sup>.

The activities evaluated are those under the responsibility of Directorates General for External relations, for Development and the EuropeAid Co-operation office.

All regions where EC co-operation is implemented, including difficult partnerships, are included in the scope of this evaluation (with the exception of regions and countries under the mandate of DG Enlargement, the OECD countries and activities under the responsibility of DG ECHO).

The evaluation shall assess to what extent the Commission assistance has been **relevant, coherent, effective, efficient and sustainable in providing the expected impacts** in the support of Decentralisation processes along with the **EC added value**. It should also assess the **coherence**

---

<sup>13</sup> See list of "entry points" under Section 2 "European Commission approach".

with the relevant EC policies and the partner Governments' priorities and activities. Taking into account the long term nature of decentralisation processes, the assessment of achievements should be against trends and developments rather than fixed or standardised targets.

Among others, results relating to specific issues shall be included within the evaluation, namely EC policy dialogue, equity outcomes and delivering capacity at local level (in terms of beneficiaries and geographical coverage) –including sectors sustainability-cost of reforms against country macro stability, local accountability and the role of local authorities..

Furthermore, the Evaluation shall analyse EC capacity in assessing local institutional, political and cultural complexity, in adapting to evolving contexts, in identifying "entry points" strategies and monitoring the processes and coherence and complementarity of EC support to decentralisation processes with other EC funded activities, the efficiency of the mix of aid modalities made available, aid effectiveness in line with the Paris declaration.

The evaluation should be **forward looking**, providing lessons and recommendations for the continued support of decentralisation in particular as regards: the use of both policy and political dialogue on decentralisation; the efficiency and effectiveness of capacity development activities along the lines of the Backbone Strategy; the potentials, challenges of supporting decentralisation through Sector Policy Support Programme; the EC added value in supporting decentralisation processes.

The preliminary mapping (see Desk phase/Inception report) of EC activities will provide an inventory of EC support to decentralisation processes as public reform and at different sector levels.

The evaluation should come to a **general overall judgement** of the extent to which Commission strategies and aid modalities have contributed to the achievement of the objectives and intended impacts, based on the answers to the agreed **evaluation questions**.

The evaluation shall lead to **conclusions** based on objective, credible, reliable and valid findings and provide the EC with a set of operational and useful **recommendations**.

The evaluation should support policy decision-making and project management purposes. The main users of the evaluation will be DG DEV, the EUROPEAID Co-operation Office, DG RELEX and the EC Delegations. Other EC services may also benefit from the results of this evaluation. The evaluation should also generate results of interest to a broader audience, including governments of partner countries, Member States, civil society and others.

The evaluation will include a comprehensive desk phase followed by a field phase with missions to **10 different countries**. The choice of the countries will be done upon selection criteria that will be defined taking into account geographical representation and the approach to sector analysis, in consultation with the Reference group taking also into account, whenever relevant, findings of previous evaluations, indicated in the table at the following address: [http://ec.europa.eu/europeaid/how/evaluation/evaluation\\_reports/documents/tbl\\_sect\\_cov\\_en.pdf](http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/documents/tbl_sect_cov_en.pdf).

The evaluators shall identify and formulate in-depth questions and test hypotheses for the field phase addressing relevance, coherence, effectiveness, efficiency, impact, EC added value and sustainability of aid delivery.

#### 4. METHODOLOGY AND APPROACH

The overall methodology guidance is available on the web site of the Evaluation Unit under the following address: [http://ec.europa.eu/europeaid/how/evaluation/methodology/index\\_en.htm](http://ec.europa.eu/europeaid/how/evaluation/methodology/index_en.htm)

Within 14 days after the reception of the ToR, the Consultants will present a **launch note** which should contain:

- their understanding of the ToR;
- a methodological note on provisions of the quality control;
- the provisional composition of the evaluation team with CVs<sup>14</sup>;
- a proposed budget<sup>15</sup>.

Following the launch note, the main key deliverables are:

- The inception meeting;
- The inception report;
- The desk report;
- The final report;
- The dissemination seminar in Brussels.

All the relevant documentation, which is available on AIDCO Intranet address, will be made available by the Evaluation Unit.

The consultants are invited to critically use all the available literature/studies/results (partial or completed, official or unofficial) done so far on the subject if they consider it can be useful for the redaction of the report.

The evaluation approach should encompass the following fundamental tasks

- i. identify, explain and prioritise the Commission's objectives in the field of decentralisation processes, their logic and consistency, their **relevance** both to EU objectives and to the needs of recipient countries, the intended impact<sup>16</sup> corresponding to each objective, and finally how these intended impacts fit within broader and changing contexts (sociological, cultural, economic, political);
- ii. identify all recorded **impacts** including unintended impacts or deadweight/substitution effects (and compare them to intended impacts); assess **effectiveness** in terms of how far the intended results were achieved and also - to the extent that the interventions were effective - their **efficiency** in terms of how far funding,

---

<sup>14</sup>All birthday dates must be written in the following Format: dd/mm/yyyy

<sup>15</sup> In the frame of a "framework contract"

<sup>16</sup> Please note the ordering of the five criteria. In the context of the programmes of the External Relations Directorates-General, the increased focus on *impact* is of particular importance given the current emphasis on results-based management as well as on partner Governments to focus their policies more on poverty alleviation, good governance, democracy, and sound macroeconomic management.

- personnel, regulatory, administrative, time and other resource considerations contributed to, or hindered the achievement of results;
- iii. consider the **sustainability** of activities supporting decentralisation processes, that is an assessment of whether key results, taking account in particular of the institutional capacity required to maintain consistent levels of access and service delivery;
- iv. assess what is the **EC added value** of the actions, not only as concerns financing, but also regarding policy dialogue and other aspects. Co-ordination, complementarity and synergies with EU member states and other donors are also to be examined. In this respect, the evaluation should build on Paris declaration principles.

The evaluation basic approach consists of **5 phases**, subdivided in **subsequent methodological stages** (phases for which consultant contribution is requested are marked in grey).

| <i>Five Main Phases of Development:</i>               | <i>Methodological Stages:</i>                                                                                                                                                                     |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Preparation Phase                                  | § Reference group constitution<br>§ ToR drafting                                                                                                                                                  |
|                                                       | § Launch Note                                                                                                                                                                                     |
| 2. Desk Phase<br>3. Field Phase<br>4. Synthesis phase | § Structuring of the evaluation<br>§ Data Collection, verification of hypotheses<br>§ Analysis<br>§ Judgements on findings                                                                        |
| 5. Feedback and Dissemination                         | Dissemination Seminar in Brussels                                                                                                                                                                 |
|                                                       | § Quality Grid<br>§ Summaries<br>§ Evinfo (summary for OECD and Commission databases)<br>§ <i>Fiche contradictoire</i> (a statement of key recommendations followed by the Commission's response) |

#### 4.1. Desk phase

##### 4.1.1 Inception report

Following the approval of the *Launch Note* by the Evaluation Unit, the work will proceed to the structuring stage which shall lead to the production of an *Inception Report*.

The *Inception report* will be divided into two parts. The first part (inventory) will contain the complete overview of EC financial contributions (commitments and disbursement) and their typology. This overview will also include all relevant Budget Support operations (both General budget support and Sector budget support). The related database will form integral part of the inventory.

The second part of the inception report will consist of the analysis of all relevant key documents, including the relevant policy, programming documents and agreements. On the basis of the information collected, the evaluators will:

- (1) **Reconstruct the intervention logics** of the EC aid to support partner countries decentralisation processes, by producing strategies, impact diagrams relevant for the evaluated period, the different geographic sub-areas and different entry points.;
- (2) Present a **preliminary set of evaluation questions (EQ)** together with judgement criteria for each EQ and provisional indicators for each of the proposed judgement criteria;
- (3) Propose a set of criteria for selection of the field phase studies. Upon the defined criteria, justify the choice of a set of countries covering the diversity of the EC interventions and of partners countries, which would be examined in detail during the desk phase. Out of this sample, at the end of the Desk phase, **10 countries** will be selected for the field phase of the evaluation. All the specific aspects of the intervention logic for each selected country are to be highlighted;
- (4) Specify the **methodological tools** that will be used;
- (5) Present the approach to ensure **quality assurance** throughout the different phases of the evaluation;
- (6) Present a detailed **workplan**, specifying the organisation and time schedule of the evaluation process;

The Contractor will present the *Inception Report* which shall be formally approved by the Evaluation Unit. The Reference group will comment on the *Inception Report* and validate the Evaluation Questions and the proposed Country for the Field phase.

#### 4.1.2 Desk phase report

Upon approval of the *Inception Report*, the team of consultants will proceed to the Desk Phase of the evaluation. The Desk Phase shall be the moment when relevant information in Headquarters is gathered and analysed.

The desk report takes up the points dealt with in the inception report and goes into as much detail as necessary. In this stage, consultants are asked to:

- (1) Present a final set of **evaluation questions** along with appropriate **judgement criteria** and relevant quantitative and qualitative **indicators**;
- (2) Present the methodology for **data and information collection and their limitations** both for the Desk phase and for the Field phase;
- (3) Present the **methods of analysis** of the information and data collected in order to draw findings enabling to draw general conclusions; due to the difficulty of this exercise any limitation should be made explicit;
- (4) Present the way to come to **judgements** that directly relate to the judgement criteria, though adaptable should the field findings require doing so;
- (5) Present the **preliminary findings responding to the evaluation questions** and the first hypotheses to be tested in the field based on the specific methods identified in the *Inception Report*;

(6) Present the set of **10 countries and selection criteria, methodology and tools for the field phase**.

At the completion of this work, the evaluation team will present a *Desk Phase Report* setting out the results of this first phase of the evaluation including all the above listed tasks<sup>17</sup> (the core part of the *Inception Report* will be annexed to the *Desk Phase Report*). The RG will comment on the *Desk Phase Report* and the necessary amendments will be specified. Formal approval of this report is to be made by the Evaluation Unit.

## 4.2 Field phase

Following satisfactory completion of the Desk Phase, the evaluation team will proceed to the field missions.

The fieldwork shall be undertaken on the basis set out in the *Final Desk Phase Report*. Any significant change from the agreed methodology and/or schedule which proves to be necessary, needs to be preliminarily and officially approved by the Evaluation Unit.

Prior completion of each country visit the Evaluation team shall prepare, for the EC Delegation concerned, a **debriefing of the field mission**, seeking to validate the data and the information collected.

Following completion of the field mission, the team will prepare a **country note**<sup>18</sup> for each **country visited**, to be submitted to the Evaluation Unit within 10 (ten) working days after returning from the field. These notes will be annexed to the *Final Report*. Following the carrying out of all field missions and prior starting the Final report phase, the Evaluation team shall present results of the field phase during a detailed debriefing to the Reference Group, with support of a Power point presentation.

## 4.3. Final reports and seminar

### 4.3.1. The Draft Final Report

The Consultants will submit the *Draft Final Report* in conformity with the structure set out in annex 3. Comments received during de-briefing meetings with the Delegations and the RG must be taken into consideration.

The Consultants may either accept or reject the comments but in case of rejection they must justify (in writing and in detail) the reasons for rejection. The comments and the Consultants' responses are annexed to the report. If the Consultants don't want to include these comments in the report, they must explain, in a separate document, the reasons why.

If the evaluation manager considers the report to be of sufficient quality (see annex 4), he/she will circulate it for comments to the reference group. The RG will meet to discuss the *Draft Final report* in the presence of the evaluation team.

The evaluation team with the support of a Power point presentation (for every question 4-5 slides) will explain:

---

<sup>17</sup> All the databases produced for this aim will be integral part of the document.

<sup>18</sup> See annex 2.

- The theory of action (part of the intervention logic concerned) with the localisation of the EQ;
- One table with Judgement criteria and indicators;
- Findings (related to JC and Indicators) and their limits;
- Conclusions and recommendations.

#### 4.3.2. *The Final Report*

The Consultants will prepare the *Final Report* taking into account comments from the reference group, the Delegations and/or the evaluation manager. The final report will be in **English**, the executive summary (5 pages) will be translated into **French** and **Spanish**.

The **Final Report** (including the executive summary in the three linguistic versions and all annexes) shall be sent to the Evaluation Unit in electronic version.

The contractor shall also submit a **methodological note** explaining how the quality control and the capitalisation of lessons learned have been addressed.

The Evaluation Unit makes a formal judgement on the quality of the evaluation (annex 4).

**The report should reflect a rigorous**, methodical and thoughtful approach and take into account the most recent policy and programming decisions and ongoing reflexions providing lessons and recommendations for the continued support to decentralisation processes within the present context and relevant political commitments.

The evaluation shall lead to **conclusions** based on objective, credible, reliable and valid findings and provide the EC with a set of operational and useful **recommendations that** must be:

- Linked to the conclusions;
- Clustered, prioritised and targeted at specific addressees;
- Useful and operational;
- If possible, presented as options associated with benefits and risks.

The final version of the *Final Report* shall be presented in a way that enables publication without any further editing.

#### 4.3.3 *The Seminar*

The final report will be presented at a seminar in Brussels. The purpose of the seminar is to present the results, the conclusions and the recommendations of the evaluation to all main stakeholders concerned (EC services, Member States, Members of the European Parliament, representatives of the partner countries and civil society organisations and other donors).

The Consultant shall prepare a Power point presentation for the seminar. This presentation shall be considered as a product of the evaluation in the same way as the reports and the data basis. This presentation will include slides on:

- Context of the evaluation
- Intervention logic and focus of questions
- Answers to the evaluation questions
- Conclusions and
- Recommendations.

For the seminar the Consultant shall deliver **200 copies** of the Final Report (including the executive summary in the three linguistic versions) out of which 30 copies with full printed annexes.

The Consultant shall deliver to the Evaluation unit the drafting *minutes of the seminar*.

#### **4.4. Dissemination and follow-up**

Following the approval of the *Final Report*, the evaluation manager will proceed to the disseminating of the results (conclusions and recommendations) of the evaluation: (i) make a formal judgement on the evaluation using a standard quality assessment grid (see Annex 4); (ii) prepare an Evaluation Summary following the standard DAC format (EvInfo); (iii) prepare and circulate a three-column *Fiche Contradictoire* (FC). The FC is prepared by the Evaluation Unit in order to ensure feedback from the evaluation and an active response from the Commission services. All three documents will be published on the Web alongside with the *Final Report*.

The Evaluators will be required to assist in dissemination and follow-up activities. In coordination with the Evaluation Unit, they shall present the conclusions and recommendations during the seminar in Brussels (see point 4.3.3). A limited number of brief presentations might also be required.

### **5. IDENTIFICATION OF THE EVALUATION QUESTIONS/ISSUES**

The evaluation will be based upon a set of key evaluation questions which are intended to give a more precise and accessible form to the evaluation criteria and to articulate the key areas of interest of EC services, thus optimising the focus and utility of the evaluation.

Assessments will be done on the following seven criteria: relevance, impact, effectiveness, efficiency, sustainability, coherence and the EC added value. The first five correspond to the traditional practice of evaluation of development aid and have been formalised by the OECD (DAC). The last two apply to all EC policies. The criteria will be given different weight depending on the priority accorded to the evaluation questions.

In general, questions (to a maximum of 10) will refer to the following main evaluation criteria and topics:

- ***Relevance of the strategy/programme:*** this includes both relevance to the general objectives of the EC and relevance to commitments on an international level the EC has itself committed to.
- ***Design and consistency<sup>19</sup> of the intervention strategy/programme:*** this mainly concerns the extent to which the resources foreseen were adequate in relation to the objectives set out in the programming documents.
- ***Consistency of the implementation in relation to the strategy:*** the Consultants shall verify the extent to which the work plan, schedule and implementation of the activities (all types of interventions, geographical and sector distribution, instruments, and aid delivery channels

---

<sup>19</sup> The notion of consistency should be understood here as follows: (i) correspondence between the different objectives of a strategy, implying that there is a hierarchy of objectives (with lower level objectives logically contributing to the higher level ones); (ii) extent to which the resources foreseen are adequate in relation to the objectives set out in the strategy



included) were consistent with the strategy set out in the Action plans. They shall demonstrate who were the real beneficiaries, direct or indirect, of the intervention and compare them to the target population(s) in the Action plans.

The Consultants will also verify the extent to which the intervention modalities (instruments, aid delivery channels, etc.) were appropriate to the objectives.

- **Achievement of main impacts/effects:** the Consultants shall identify all recorded results and impacts, including any unintended ones, and compare these to the intended results and/or impacts. The Consultants will also identify the changes, which occurred in the areas in which EC programmes were supposed to produce an impact
- **Efficiency of the implementation:** for the activities which were effective, it will be necessary to question to what extent funding, human resources, regulatory and/or administrative resources contributed to, or hindered the achievement of the objectives and results.
- **Sustainability of the effects:** an analysis of the extent to which the results and impacts are being, or are likely to be maintained over time.
- **Key cross-cutting issues:** for example gender, environment and climate change, human rights, etc. Verification should be undertaken, on the one hand, of the extent to which account has been taken of these priorities in the programming documents and, on the other hand, to what extent these issues have been reflected in the implementation modalities and in the effects of the intervention. **The 3Cs (co-ordination, complementarity and coherence):** co-ordination / complementarity with EU Members States and other donors; coherence with EU policies (including the Member States' own policies and eventual interventions of the EIB).
- **Value added of the EC interventions:** The criterion is closely related to the principle of subsidiarity and relates to the extra-benefit the activity/operation generates due to the fact that it was financed/implemented through the EC.

There may be three practical elements to illustrate possible aspects of the criterion:

- 1) The EC has a particular capacity for example experience in regional integration, above those of the Member States;
- 2) The EC has a particular mandate in the framework of the '3Cs' and can draw member states to a greater effort together;
- 3) EC cooperation is guided by a common political agenda embracing all Member States.

The evaluation questions should also reflect particular interests from the EC services represented in the Reference Group.

## **6. MANAGEMENT AND SUPERVISION OF THE EVALUATION**

The responsibility for the management and supervision of the evaluation will rest with the Evaluation Unit of the EuropeAid Co-operation Office. The progress of the evaluation will be followed closely by the Reference Group members.

The RG will act as the main interface between the Evaluation Team and the Commission Services. **The principal function of the Reference Group** is to follow the evaluation process and more specifically:

- to advise on the scope and focus of the evaluation and the elaboration of the Terms of Reference;
- to act as the interface between the consultants and the Commission services;
- to advise on the quality of the work of the consultants;
- to facilitate access to information and documentation;
- to facilitate and assist in feedback of the findings and recommendations from the evaluation.

Several Reference Group meetings (about 5) will take place during the process of the evaluation, as indicated below in a time schedule.

## 7. EVALUATION TEAM

This evaluation is to be carried out by a team with advanced knowledge and experience in Development co-operation and in the various aid implementing modalities, including General Budget support and Sector budget support.

Specific expertise is required on public policy reform processes, (political, administrative, and financial, along with capacity assessment), as well as understanding of the geographic different sub-areas, for which the inclusion of consultancy from beneficiary countries is strongly recommended (particularly but not exclusively for the field phase). Experts are expected to be familiar with the literature on organisational and institutional change, as well as the analysis of “drivers of change” and “change agents”.

The Team Leader shall have proved experience in EC evaluation methodology and considerable experience in managing evaluations of a similar size and character.

Consultants should possess an appropriate training and documented experience in the management of evaluations as well as evaluation methods in field situation.

The Team must be prepared to work in **English**, and possess excellent drafting skills. Knowledge of **French** and **Spanish**, particularly for the field phase, is required.

The agreed Team composition may be subsequently adjusted if necessary in the light of the final Evaluation Questions once they have been validated by the Reference Group.

Consultants must be strictly neutral. A declaration of absence of conflict of interest should be signed by each consultant and annexed to the launch note. For experts hired subsequently the signature of the contract or any change that may incur within the team composition, a declaration of absence of conflict of interest shall be sent to the Evaluation unit

## 8. TIMING

The evaluation shall start in November 2009, the completion of the *Final report* is scheduled for March 2011.

The following is the *indicative* schedule<sup>20</sup>:

| <i>Evaluation Phases and</i> | <i>Notes and Reports</i> | <i>Dates</i> | <i>Meetings</i> |
|------------------------------|--------------------------|--------------|-----------------|
|------------------------------|--------------------------|--------------|-----------------|

<sup>20</sup> The dates mentioned in the above table may only be changed in view of optimising the evaluation performance, and with the agreement of all concerned.

|                                   |                                                                 |               |            |
|-----------------------------------|-----------------------------------------------------------------|---------------|------------|
| <b>Stages</b>                     |                                                                 |               |            |
| Terms of Reference                |                                                                 | November 2009 |            |
| Starting Stage                    | Launch Note                                                     | December 2009 |            |
| <b>Desk Phase</b>                 |                                                                 |               |            |
| Structuring Stage                 | Inception Report                                                | March 2009    | RG meeting |
| Desk Study                        | Draft Desk Report                                               | June 2010     | RG meeting |
|                                   | Final Desk Report                                               | August 2010   |            |
| <b>Field Phase</b>                | September-October 2010                                          |               |            |
|                                   | Presentation for the RG (including final notes on case studies) | November 2010 | RG meeting |
| <b>Final Report-Writing Phase</b> |                                                                 |               |            |
|                                   | Draft Final Report                                              | January 2011  | RG meeting |
|                                   | Final Report                                                    | April 2011    |            |
| <b>Dissemination Seminar</b>      |                                                                 | May 2011      |            |

## 9. COST OF THE EVALUATION AND PAYMENT MODALITIES

The overall cost include:

- The **evaluation** as such

The total of this must not exceed **€550.000**.

According to the service contract, payments modalities shall be as follow:

30% at the acceptance of the *Inception Note*, plus 2.5% of the agreed budget to be used for quality control;

50% at acceptance of *Draft Final Report*;

20% at acceptance of *Final Report*.

The invoices shall be sent to the Commission only after the Evaluation Unit confirms in writing the acceptance of the reports.

Seminar related costs are to be invoiced and paid separately.

## **ANNEX 1 – KEY DOCUMENTATION <sup>21</sup>(NOT EXHAUSTIVE)**

European Commission, "Supporting decentralisation and Local governance in third countries", Tools and Methods series (2007).

European Commission, "Analysing and addressing governance in sector operations", Tools and Methods series (2008)

European Commission, "Guidelines, support to sector programmes", Tools and Methods series (2007)

European Commission, "Institutional assessment and Capacity development", Tools and methods series (2005)

European Commission, "Making technical co-operation more effective", Tools and Methods series (2009)

Country strategy papers (CSP)

CRIS data

### **EC Evaluations' catalogue :**

[http://ec.europa.eu/comm/europeaid/evaluation/intro\\_pages/european\\_inventory.htm](http://ec.europa.eu/comm/europeaid/evaluation/intro_pages/european_inventory.htm)

### **Communications and Declarations**

COM (2003) 615, Governance and development.

COM (2005) 390, Migration and development: some concrete orientations.

COM (2006) 421, Governance in the European consensus on development. Towards and harmonised approach within the European Union.

COM (2008) 626, Local authorities: actors for development.

Relevant sectoral documents.

### **Definitions**

For concept definitions, when not explicit in the text, reference is always made to EC guidelines (to the Evaluation methodology and the Tools and methods reference documents) and OECD-DAC glossary.

### **Other sources**

---

<sup>21</sup> Most of these reference documents include relevant useful bibliography.

OECD-DAC Evaluation series, "Lessons learned on donor support to decentralisation and local governance (2004)OECD-DAC, "Donor approaches to governance assessment" (2008)

OECD-DAC, "Good international engagement in fragile states and situations" (2007)

IEG - World Bank: Evaluation of the Bank's assistance for Decentralization (2007)

Laboratoire Citoyennetes: [www.labo-citoyennetes.org](http://www.labo-citoyennetes.org)

GSD-RC, "Decentralisation, Local development and Social cohesion: Analytical review" (2009) [www.gsdr.org](http://www.gsdr.org)

## ANNEX 2. GUIDANCE ON THE COUNTRY NOTES FOR THE FIELD PHASE

*Length: The country note should be maximum 20 pages (excluding annexes).*

This evaluation is partly based on a number of country studies to be carried out during the field phase. The field phase will enable the evaluation team to gather information on the EC support (to the sector/theme of the evaluation) at country level on the bases of hypotheses to be tested, which together with the desk phase findings should feed the global assessment within the synthesis report. The country notes are required for transparency reasons, i.e. to clearly account for the basis of the evaluation, and also to be able to have a factual check with the concerned EC Delegations and other stakeholders.

This reporting should be seen as building blocks for the evaluation and as documents to be circulated with the Reference Group and the Delegations involved. In the end of the evaluation the country notes will be published as part of the overall evaluation exercise in annexes to the synthesis report (thus editing is required). These notes should be prepared after the missions, they should respect the agreed structure and they should go further than the oral presentations conducted at the end of the missions. Furthermore, the evaluation questions are formulated to be answered on the global level using the whole information collected from the different country studies and the desk study, and should hence not be answered at the single country level.

Indicative structure:

1. Introduction:
  - The purpose of the evaluation;
  - The purpose of the note;
  - The reasons for selecting this country as a case study country.
2. Data collection methods used (its limits and possible constraints)
3. Short description of the decentralisation process with the country
4. Findings (focused on facts and not going into analysis)
5. Conclusions at two levels: (1) covering the main issues on the decentralisation process in the context of the country and (2) covering the elements confirming or not confirming the desk phase hypotheses.

Annexes shall include relevant information referring to the tools used (not exhaustive list):

The list of people interviewed;

- The list of documents consulted;
- The list of the projects and programmes specifically considered;
- Any database produced;
- ROM data;
- All questionnaires;
- Acronyms and abbreviation;
- Etc.

### ANNEX 3. OUTLINE STRUCTURE OF THE FINAL EVALUATION REPORT

*Length:* The overall length of the final evaluation report should not be greater than 60 pages (including the executive summary). Additional information on overall context, programme or aspects of methodology and analysis should be confined to annexes (which however should be restricted to the important information).

#### 1. Executive Summary

*Length: 5 pages maximum*

This executive summary must produce the following information:

- 1.1 – Purpose of the evaluation;
- 1.2 – Background to the evaluation;
- 1.3 – Methodology;
- 1.4 – Analysis and main findings for each Evaluative Question; short overall assessment;
- 1.5 – Main conclusions;\*
- 1.6 – Main recommendations.\*

*\* Conclusions and recommendations must be ranked and prioritised according to their relevance to the evaluation and their importance, and they should also be cross-referenced back to the key findings. Length-wise, the parts dedicated to the conclusions and recommendations should represent about 40 % of the executive summary*

#### 2. Introduction

*Length: 5 pages*

- 2.1. Synthesis of the Commission's Strategy and Programmes: their objectives, how they are prioritised and ordered, their logic both *internally* (ie. the existence – or not – of a logical link between the EC policies and instruments and expected impacts) and *externally* (ie. Within the context of the needs of the country, government policies, and the programmes of other donors); the implicit assumptions and risk factors; the intended impacts of the Commission's interventions.\*
- 2.2. Context: brief analysis of the political, economic, social and cultural dimensions, as well as the needs, potential for and main constraints.\*
- 2.3. Purpose of the Evaluation: presentation of the evaluative questions

*\* Only the main points of these sections should be developed within the report. More detailed treatment should be confined to annexes*

#### 3. Methodology

*Length: 10 pages*

In order to answer the evaluative questions a number of methodological instruments must be presented by the consultants:

- 3.1. Judgement Criteria: which should have been selected (for each Evaluation Question) and agreed upon by the steering group;

- 3.2. Indicators: attached to each judgement criterion. This in turn will determine the scope and methods of data collection;
- 3.3. Data and Information Collection: can consist of literature review, interviews, questionnaires, case studies, etc. The consultants will indicate any limitations and will describe how the data should be cross-checked to validate the analysis.
- 3.4. Methods of Analysis: of the data and information obtained for each Evaluation Question (again indicating any eventual limitations);
- 3.5. Methods of Judgement

#### **4. Main Findings and Analysis**

*Length: 20 to 30 pages*

- 4.1. Answers to each Evaluative Question, indicating findings and conclusions for each;
- 4.2. Overall assessment of the EC Strategy. This assessment should cover:
  - Relevance to needs and overall context, including development priorities and co-ordination with other donors;
  - Actual Impacts: established, compared to intended impacts, as well as unforeseen impacts or deadweight/substitution effects;
  - Effectiveness in terms of how far the intended results were achieved:
  - Efficiency: in terms of how far funding, personnel, regulatory, administrative, time and other resource considerations contributed or hindered the achievement of results;
  - Sustainability: whether the results can be maintained over time.
  - EC value added

#### **5. A Full Set of Conclusions and Recommendations**

*Length: 10 pages*

A Full set of Conclusions\* and Recommendations\* (i) for each evaluation question; (ii) as an overall judgement. (As an introduction to this chapter a short mention of the main objectives of the country programmes and whether they have been achieved )

*\*All conclusions should be cross-referenced back by paragraph to the appropriate findings. Recommendations must be ranked and prioritised according to their relevance and importance to the purpose of the evaluation (also they shall be cross-referenced back by paragraph to the appropriate conclusions).*

Annexes should include logical diagrams of EC strategies; judgement criteria forms; list of the projects and programmes specifically considered; project assessment fiches; list of people met; list of documentation; Terms of Reference; any other info (also in the form of tables) which contains factual basis used in the evaluation; etc.

- Power point presentation with 4 slides for each evaluation questions illustrating in a synthetic and schematic way the evaluation process: 1st slide) logical diagram with the evaluation question, 2nd slide) judgment criteria, indicators and target level, 3rd slide) findings compared with success criteria, and 4th slide) interventions of the EC plus limits



of the evaluation.

#### ANNEX 4 - QUALITY ASSESSMENT GRID

| <b>Concerning these criteria, the evaluation report is:</b>                                                                                                                                                                                     | Unacceptable | Poor | Good | Very good | Excellent |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------|------|-----------|-----------|
| <b>1. Meeting needs:</b> Does the evaluation adequately address the information needs of the commissioning body and fit the terms of reference?                                                                                                 |              |      |      |           |           |
| <b>2. Relevant scope:</b> Is the rationale of the policy examined and its set of outputs, results and outcomes/impacts examined fully, including both intended and unexpected policy interactions and consequences?                             |              |      |      |           |           |
| <b>3. Defensible design:</b> Is the evaluation design appropriate and adequate to ensure that the full set of findings, along with methodological limitations, is made accessible for answering the main evaluation questions?                  |              |      |      |           |           |
| <b>4. Reliable data:</b> To what extent are the primary and secondary data selected adequate. Are they sufficiently reliable for their intended use?                                                                                            |              |      |      |           |           |
| <b>5. Sound analysis:</b> Is quantitative information appropriately and systematically analysed according to the state of the art so that evaluation questions are answered in a valid way?                                                     |              |      |      |           |           |
| <b>6. Credible findings:</b> Do findings follow logically from, and are they justified by, the data analysis and interpretations based on carefully described assumptions and rationale?                                                        |              |      |      |           |           |
| <b>7. Validity of the conclusions:</b> Does the report provide clear conclusions? Are conclusions based on credible results?                                                                                                                    |              |      |      |           |           |
| <b>8. Usefulness of the recommendations:</b> Are recommendations fair, unbiased by personnel or shareholders' views, and sufficiently detailed to be operationally applicable?                                                                  |              |      |      |           |           |
| <b>9. Clearly reported:</b> Does the report clearly describe the policy being evaluated, including its context and purpose, together with the procedures and findings of the evaluation, so that information provided can easily be understood? |              |      |      |           |           |
| <b>Taking into account the contextual constraints on the evaluation, the overall quality rating of the report is considered.</b>                                                                                                                |              |      |      |           |           |

(for details on how criteria are rated refer to:  
[http://ec.europa.eu/comm/europeaid/evaluation/methodology/guidelines/gui\\_qal\\_flr\\_trg\\_en.htm](http://ec.europa.eu/comm/europeaid/evaluation/methodology/guidelines/gui_qal_flr_trg_en.htm))

## **Annex 3: Inventory of EC financial contributions to support decentralisation**

---

## Table of Contents

---

|                                                                                             |           |
|---------------------------------------------------------------------------------------------|-----------|
| <b>1. Overview of the inventory exercise</b>                                                | <b>25</b> |
| 1.1. Introduction .....                                                                     | 25        |
| 1.2. Main findings.....                                                                     | 25        |
| 1.3. Brief description of the approach.....                                                 | 26        |
| 1.3.1. General overview of the approach                                                     | 26        |
| 1.3.2. Criteria used for the typology                                                       | 27        |
| 1.4. Grey areas of the inventory exercise .....                                             | 28        |
| <b>2. Detailed findings</b>                                                                 | <b>30</b> |
| 2.1. At the aggregated level .....                                                          | 30        |
| 2.1.1. Evolution of amount committed by year and category                                   | 30        |
| 2.1.2. Evolution of the disbursement rate by year                                           | 31        |
| 2.1.3. Geographical breakdown                                                               | 32        |
| 2.1.4. Breakdown by financial instruments                                                   | 34        |
| 2.1.5. Breakdown by funding channel                                                         | 36        |
| 2.2. Examples of major interventions identified .....                                       | 37        |
| 2.2.1. Direct support to a national decentralisation policy (Top-Down)                      | 37        |
| 2.2.2. Support to a national decentralisation policy or strategy at local level (Bottom-up) | 41        |
| 2.2.3. Sectoral support in a decentralising context                                         | 47        |
| 2.2.4. Other indirect support                                                               | 50        |
| 2.3. Overview of EC financial contribution by country.....                                  | 51        |
| Annex 1: Detailed description of the approach .....                                         | 56        |
| Annex 2: Analysis of the references to decentralisation in the CSP.....                     | 62        |
| Annex 3: List of potentially relevant GBS .....                                             | 74        |

### List of Figures

|                                                                                   |    |
|-----------------------------------------------------------------------------------|----|
| Figure 1: Overview of the approach to the inventory .....                         | 26 |
| Figure 2: Evolution of EC financial contributions by category - commitments ..... | 30 |
| Figure 3: Evolution of disbursements (all type of support) .....                  | 31 |
| Figure 4: Overview of EC funding by region – Direct support (commitments) .....   | 32 |

### List of Tables

|                                                                                        |    |
|----------------------------------------------------------------------------------------|----|
| Table 1: Comparison with the whole EC cooperation by region.....                       | 33 |
| Table 2: EC financial contributions by financial instruments .....                     | 34 |
| Table 3: Major programmes (Direct support to a national decentralisation policy) ..... | 37 |
| Table 4: Major programmes (Support to a decentralisation policy at local level) .....  | 41 |
| Table 5: Examples of programmes (sectoral support in a decentralising context) .....   | 47 |
| Table 6: Overview of EC financial contribution by country.....                         | 51 |

|                                                             |    |
|-------------------------------------------------------------|----|
| Table 7: List of keywords related to decentralisation ..... | 57 |
| Table 8: List of countries with GBS .....                   | 74 |

**List of Boxes**

|                                                                                      |    |
|--------------------------------------------------------------------------------------|----|
| Box 1: Focus on a few examples of interventions following a top-down approach .....  | 39 |
| Box 2: Focus on a few examples of interventions following a bottom-up approach ..... | 44 |
| Box 3: Focus on a few examples of sectoral support in a decentralising context ..... | 48 |
| Box 4: Note on the type of keywords used .....                                       | 57 |

## 1. Overview of the inventory exercise

---

### 1.1. Introduction

This document presents the inventory of the European Commission's funding to support decentralisation processes in partner countries.

As specified in the ToR, the inventory provides an “overview of EC financial contributions (commitments and disbursement) and their typology. This overview also includes all relevant Budget Support operations (both General budget support and Sector budget support)” (ToR, p.9).

The inventory focuses on the EC's funding during the period 2000-2009 in the countries covered by this evaluation.<sup>1</sup>

The interventions related to a sectoral support in a decentralisation context are difficult to identify in an exhaustive manner. It was thus agreed with the EC Evaluation Manager and the RG that the inventory will only provide examples of major programmes belonging to this category.

The approach to this inventory built on the inventories carried out in previous evaluations. It relied essentially on the information available in the CRIS database. Yet, the classic approach was enhanced by a new component. The team carried out a systematic search of references to decentralisation in all available CSP over the period 2000-2009 in order to have an indication of where the EC had a clear strategy to support decentralisation. In particular, this enabled to find interventions that were not easily identifiable in the classic approach.

### 1.2. Main findings

- At least 789 m€ have been committed to directly support decentralisation processes between 2000 and 2009<sup>2</sup>.
- The EC financial contributions to support decentralisation processes tend to increase over the period 2000-2009.
- The EC has supported decentralisation processes in no less than 77 countries.
- 74% of the funds (commitments) supporting decentralisation goes to Africa. Latin America is the second most important recipient of EC funds aiming at supporting decentralisation (14% of all commitments). Only 42 m€ (7%) were committed to support decentralisation in partner countries in Asia, compared to 586 m€ in Africa.
- In Africa, the EC has explicitly mentioned a support to decentralisation in its cooperation strategy in 78% of the countries where it has provided GBS during the evaluation period; in Latin America, the EC has a strategy to support

---

<sup>1</sup> The figures calculated in this inventory include only amounts that were contracted during the period 2000-2009. However, several important interventions funded by the EC were launched in the period 1998-1999. And it was deemed interesting to take them into account in the analysis that will be done in the next phases of the evaluation. It was thus decided to also identify these interventions during the inventory exercise.

<sup>2</sup> This figure does not include the interventions supporting a sectoral decentralisation policy or strategy.

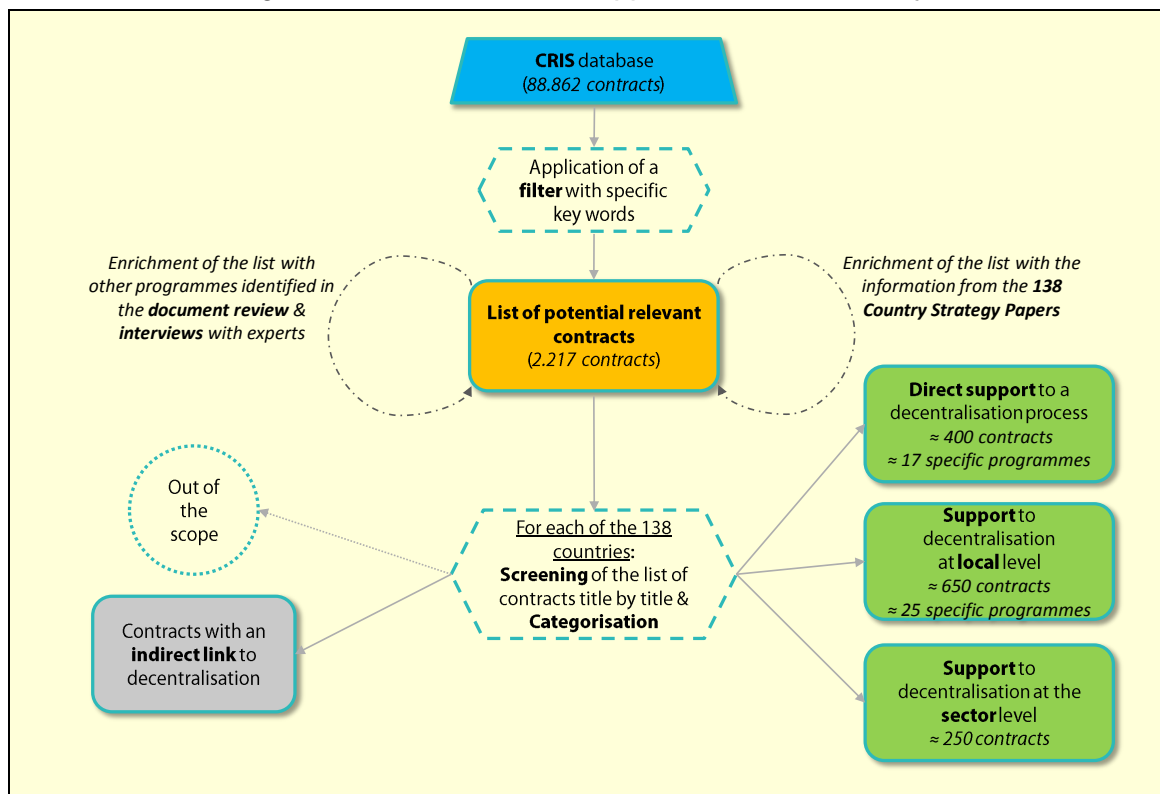
decentralisation in 2 out of the 3 countries that have received GBS during the evaluation period; in Asia, the EC had a strategy to support decentralisation only in 1 out of the 3 countries having received GBS.

- The major trends in the evolution of the EC financial contributions going to decentralisation are determined by only 3-4 major financing decisions.

### 1.3. Brief description of the approach

#### 1.3.1. General overview of the approach<sup>3</sup>

Figure 1: Overview of the approach to the inventory



Source: Inventory of EC support to Decentralisation - Particip analysis (2010)

The 1<sup>st</sup> step of the inventory consisted in building a mirror database of CRIS in order to extract easily the relevant information. The new database included information (title, year of signature, domain, planned amount, amount paid to date, etc.) related to all contracts and decisions available in CRIS for the period 1998 to 2009 (88.862 contracts, 10.342 decisions).

The 2<sup>nd</sup> step consisted in filtering the database (based on a key word search in the title of the contracts and decisions) to identify potentially relevant contracts and decisions.

The database was then enriched by a systematic search of references to decentralisation in all available CSP over the period 2000-2009 and by the information

<sup>3</sup> A detailed description of the approach is given in Annex 1.

available from various other sources (EC 2007 Reference document, thematic experts, document reviews, online inventories<sup>4</sup>, lists provided by EC Geographical Units, etc.).

The information collected in the CSP guided a further search of relevant interventions which enriched the existing list of potentially relevant contracts and decisions.

The contracts and decisions were then categorised according to the typology and the definitional framework described below.

### 1.3.2. Criteria used for the typology

The overall inventory exercise takes into account the definitional framework for this evaluation as described in the Inception Report – Part I and repeated below:

- Is considered a decentralisation process an explicit and systematic process between at least two levels of government dealing with the transfer, configuration or re-configuration of political, administrative and fiscal powers and responsibilities.
- Is considered EC support to decentralisation processes an explicit and systematic support to national or sectoral or local/regional decentralisation processes.
- Support to local governance is distinct from support to decentralisation. Support to local governance may also be considered support to decentralisation when it is explicitly and systematically aimed, among other objectives, at effecting decentralisation.

Moreover, the typology of this inventory is based on the following criteria:

- **Geographical areas:** *Africa, Asia, Caribbean, ENP, Latin America, Pacific, Gulf.*
- **Financial Instruments:** *Geographical instruments (EDF, DCI, ENPI, etc.) and Thematic instruments (Food security, NSA-LA, ONG-PVD, Decentralised Cooperation, Instrument for Democracy and Human Rights...).*
- **Entry points:** *top-down approach, sectoral approach, bottom-up approach, indirect support (see below).*
- **Funding channels:** *Government, Private companies or Dvpt agencies, Local Association or NGO, UN bodies, Development Bank, Other.*

Following criteria were also considered and relevant information was gathered:

- Financing modality: *EC procurement (Grants, Public contracts...), Pool funding, Budget Support.*
- Aid delivery approach: *Project/Programme-Based/Sector.*

The information available was unfortunately not exhaustive enough to proceed with a precise categorisation of all the interventions identified according to these two criteria. Although, an effort was made to already identify the programmes funded by **Sector Budget Support** or **Pool funding**, the evaluation team decided to not take fully into account these criteria at this stage.

---

<sup>4</sup> e.g., [www.aiddata.org](http://www.aiddata.org).



The criteria used for the **typology by entry points** are closely related to the various entry points adopted by the EC to support decentralisation as described in 2007 Reference Document<sup>5</sup>:

- **Category 1: Direct support to a national decentralisation policy or strategy (top-down approach).**

This category corresponds to the “top-down” entry point. As explained in the Inception Report, the interventions under this category aim to support central government to define or strengthen its orientations in terms of decentralisation policy and to adapt its instruments accordingly.

- **Category 2: Sectoral support in a decentralising context (sectoral approach)**

This category corresponds to the “decentralisation of services” entry point. The entry point on decentralisation of services selects key sectors as the focal points for support and focuses on how sectoral responsibilities, authorities and resources are devolved to regional and local levels and on capacity of the latter.

- **Category 3: Support to a national decentralisation policy or strategy at local level (bottom-up approach)**

The entry point on local and rural development focuses on strengthening development at local level and local governance.

- **Category 4: Other indirect support**

This category includes EC funded interventions that indirectly support a decentralisation process and that might be of interest in the coming phases of the evaluation. In particular, the interventions aiming at enhancing democratic participation at the local level (but without an explicit link to a support to decentralisation) were classified in this category. Although not really in the scope of the evaluation (see Inception Report – Part I for more details), these interventions were kept and classified under this category because they potentially provide interesting information on the history and the context of the support to decentralisation in the various countries under analysis.

#### **1.4. Grey areas of the inventory exercise**

The specific and systematic approach used for the elaboration of the inventory of the EC support to decentralisation is considered by the evaluation team as the best possible and most comprehensive way of tackling this challenging exercise. However, it is important to make explicit the limits of this exercise. A number of choices needed to be made by the team:

- This concerned notably the set of keywords to be used for the filtering of the interventions in the CRIS database. Although there is a rational basis for these choices and although they have been chosen with a view to maximising the coverage, one cannot exclude that relevant interventions have not been grasped by the keywords selected<sup>6</sup>.

---

<sup>5</sup> Reference Document “Supporting Decentralisation and Local Governance in Third Countries” (EC/EuropeAid, 2007).

<sup>6</sup> See “Annex 1: Detailed description of the approach” – Section 2 for the list of key words used.

- Several interventions combine components that are more or less related to decentralisation. It was decided to consider as interventions “directly supporting decentralisation” only the interventions where the main component was directly related to decentralisation. And as it is difficult to distribute the overall financial amount according to the different components of the interventions, most of the times all contracts funded under these financial decisions were included in the inventory.
- Once the list of relevant interventions was established, the team had to make choices in terms of classification according to a certain typology by entry points. The limits between the various “entry points” can be sometimes quite blurred and there are several cases of “hybrid” interventions that combine various “entry points”. Here again, while there was a sound basis for each choice made, it is clear that it mainly relied on information presented in the database and on the interpretation of this information.

Although a sound and systematic approach was applied, the results remain dependant to a certain extent on limits that concern the CRIS database. Indeed, some of the work depended on the information provided in the contract or financial decision titles<sup>7</sup>.

However, the data cross-checking with previous inventories<sup>8</sup> and with thematic experts and European Commission staff helped the team to obtain the most comprehensive inventory.

---

<sup>7</sup> The limits inherent to CRIS for the purpose of an inventory for thematic evaluations are described in depth in the Inventory Notes for several past thematic evaluations (e.g., *the Evaluation of EC's external co-operation with partner countries through the organisations of the UN family*, May 2008; *the evaluation of EC aid delivery through civil society organisations*, December 2008, available on the EuropeAid website).

<sup>8</sup> For instance, the data was cross-checked with the information provided in the Annex 1 of the Reference Document “Supporting Decentralisation and Local Governance in Third Countries” (EuropeAid, 2007).

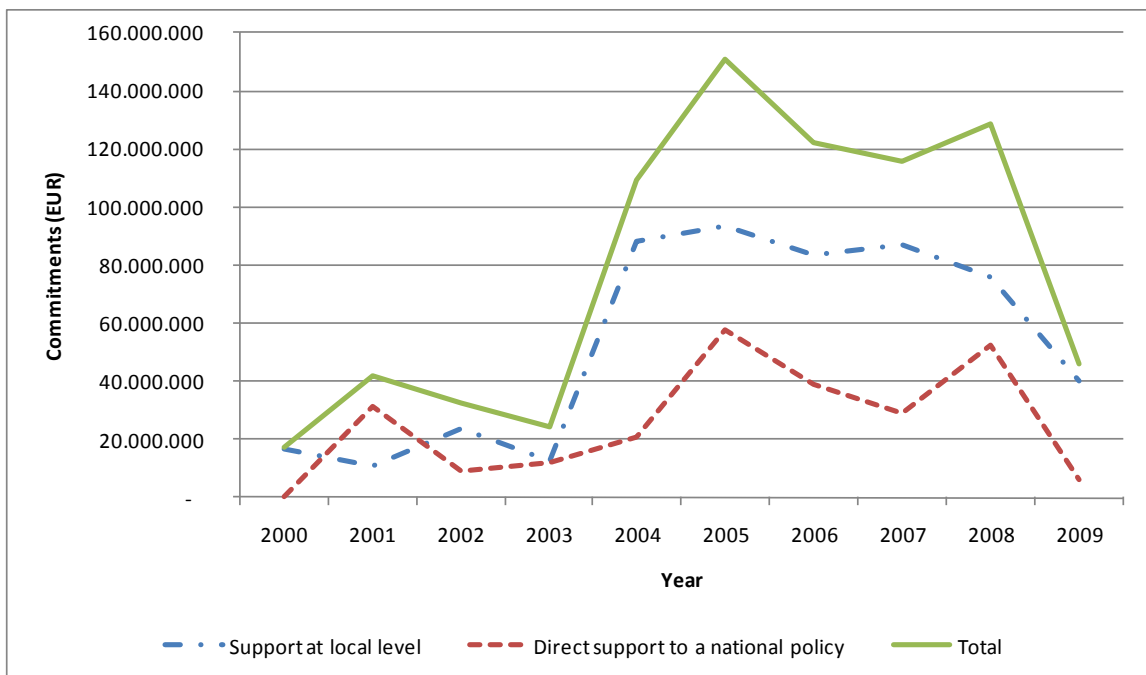
## 2. Detailed findings

The sub-section 2.1 analyses the results of the inventory in terms of financial flows. The section 2.2 provides examples of major interventions identified<sup>9</sup>. The section 2.3 gives an overview of the EC financial contribution by country.

### 2.1. At the aggregated level

#### 2.1.1. Evolution of amount committed by year and category

Figure 2: Evolution of EC financial contributions by category - commitments



Source: CRIS and Particip analysis (2010)

We can see **an overall increase** of the EC financial contributions to support to decentralisation over the period 2000-2009. It is important to note that the EC financial contributions to directly support decentralisation were representing less than 1% of all the EC financial contributions (all sectors and countries included) over the period 2000-2004. Over the period 2004-2008, the direct contributions to decentralisation increased in average representing around **2,5% of all contributions** and thus confirming the increase in absolute values observed above.

There is a **slight decrease** in the amount related to the support to decentralisation at local level during year **2002 and 2003**. Similarly, there is a stagnation/ slight decrease in the years **2006 and 2007**. Based on the further analysis carried out in the desk phase, the team deems it very likely that these periods of stagnation/slight decrease correspond to transition periods between two strategic cycles during which the decision to sign new contracts is often pending to the allocation of funds for the new period. It is consistent with the overall evolution of the EC support to partner countries in these periods.

There is also a significant **decrease in 2009**. The additional analysis carried out during the desk phase shows that the decrease can be explain by the fact that **the major**

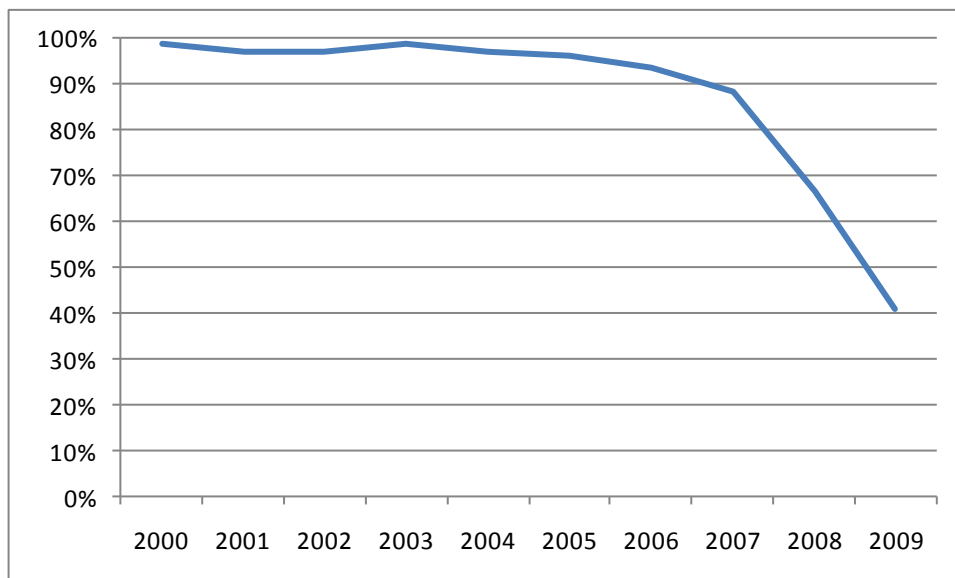
<sup>9</sup> The full list of interventions identified is given in Annex 2.

trends of the evolution of the EC commitments going to decentralisation are determined by interventions related to only 3-5 major financing decisions. And 2009 appears like a transition year for these interventions with several important interventions phasing out and a few new that are still in the pipelines. Indeed, it is noteworthy that:

- In 2007, there was around 20m€ going to Tanzania (mainly for the “Support to the Local Government Grant Scheme”), around 20m€ going to Mali (mainly for the “Programme d'appui à la réforme administrative et à la decentralisation – PARAD”) and 15m€ to Madagascar (mainly for the ACORDS programme). And these amounts (related to only 3 interventions) **account for half the total amount** committed to decentralisation<sup>10</sup> by the EC that year.
- In 2008, the situation is quite similar, the amounts going to Mali (32m€, mainly for the PARAD), Madagascar (21m€, mainly for the ACORDS programme), Liberia (12m€ - County Programme) and Benin (12mEUR - PACTE) account for more than 60% of the total amounts committed to decentralisation that year.
- In 2009, there are still some funds going to Madagascar (11m€) but very little or nothing to the other big interventions of the EC (only 1mEUR to Benin).
- In the year 2010<sup>11</sup>, the funds are increasing again driven by the launch of the new Mali programme supported by Budget support (44mEUR - PARADDER programme) and the new programme in Rwanda (10mEUR going to the “Sector Budget Support for decentralised Agriculture” programme which follows the “Decentralised programme for rural poverty reduction” that started in 2003 and ended in 2008).

### 2.1.2. Evolution of the disbursement rate by year

Figure 3: Evolution of disbursements (all type of support)



Source: CRIS and Particip analysis (2010)

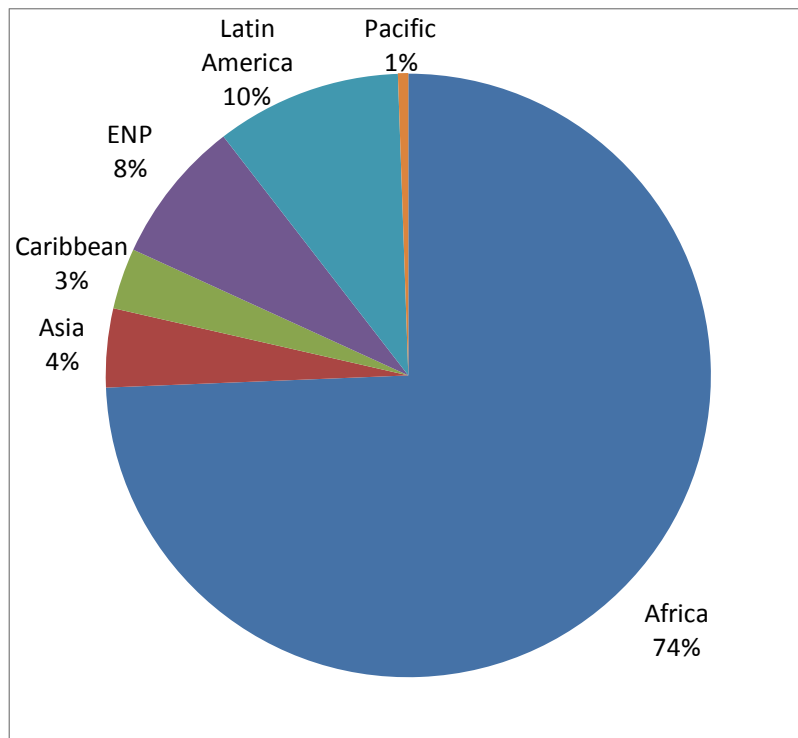
<sup>10</sup> The total amount include the amounts related to the Support at local level and to the Direct support to a national policy.

<sup>11</sup> Please note that this year is out of the scope of the evaluation. But it was considered here to shed light on the trends in the evolution of the EC support to decentralisation.

The figure above shows the evolution of the disbursement rate<sup>12</sup> over the period covered by the evaluation. 99% of the amount planned in the contracts signed in 2000 was disbursed in early 2010; the rate is above 88% for the contracts signed in 2007.

### 2.1.3. Geographical breakdown

Figure 4: Overview of EC funding by region – Direct support (commitments)



Source: CRIS and Particip analysis (2010)

The figure above shows the geographical breakdown of the EC funding to direct support to decentralisation<sup>13</sup>.

- 74% (586 m€) of the funds (commitments) supporting decentralisation goes to Africa.
- Latin America is the second most important recipient of EC funds aiming at supporting decentralisation (10% - 78 m€).
- Only 4% (33 m€) were committed to support decentralisation in partner countries in Asia.

<sup>12</sup> Disbursement rate = Paid amount (in 2010) / Planned amount

<sup>13</sup> This analysis focuses only on the Category 1 (Direct support to a national decentralisation policy or strategy / top-down approach) and the Category 3 (Support to a national decentralisation policy or strategy at local level / bottom-up approach). The reason is that the Category 2 is not exhaustive (as mentioned above) and, even if it was, it would not be possible to tell what proportion of each intervention goes to decentralisation; this make it impossible to aggregate the financial information of this category.

The table below highlights the relative importance of the support to decentralisation compared to the whole EC support in the region (during the evaluation period). The information on the relative importance is in line with the absolute figures showed above.

*Table 1: Comparison with the whole EC cooperation by region*

| <b>Region</b> | <b>EC direct support to decentralisation (Commitment)</b> | <b>All EC support in the region (Commitment)</b> | <b>Ratio</b> |
|---------------|-----------------------------------------------------------|--------------------------------------------------|--------------|
| Africa        | 586.390.815                                               | 25.202.758.800                                   | 2,3%         |
| Latin America | 78.275.768                                                | 3.196.248.595                                    | 2,4%         |
| Asia          | 33.195.594                                                | 6.023.905.516                                    | 0,6%         |
| ENP           | 60.679.137                                                | 9.586.859.553                                    | 0,6%         |
| Caribbean     | 25.711.596                                                | 2.094.502.967                                    | 1,2%         |
| Pacific       | 4.341.980                                                 | 589.966.912                                      | 0,7%         |
| Gulf          | -                                                         | 133.330.629                                      | 0,0%         |

## 2.1.4. Breakdown by financial instruments

Table 2: EC financial contributions by financial instruments

| (Budget lines) Domain           | Total Paid (EUR)   | Total Commitment (EUR) | Direct support to a national policy (category 1) - Commitments (EUR) | Support at local level (category 3) - Commitments (EUR) |
|---------------------------------|--------------------|------------------------|----------------------------------------------------------------------|---------------------------------------------------------|
| <b>Geographical instruments</b> | <b>606.890.300</b> | <b>746.043.722</b>     |                                                                      |                                                         |
| (EDF) FED                       | 397.720.923        | 486.348.644            | 192.772.577                                                          | 293.576.066                                             |
| (MEDA) MED                      | 53.310.606         | 58.274.002             | 129.462                                                              | 58.144.540                                              |
| (Asia & Latin America) ALA      | 51.412.120         | 74.774.435             | 61.749.788                                                           | 13.024.647                                              |
| (Asia & Latin America) DCI-ALA  | 56.217             | 56.217                 | 56.217                                                               |                                                         |
| (Asia & Latin America) ASIE     | 16.346.332         | 25.926.815             | 103.766                                                              | 25.823.049                                              |
| (Asia & Latin America) DCI-ASIE | 330.068            | 813.154                |                                                                      | 813.154                                                 |
| (ENPI or Asia) TACIS            | 3.171.335          | 3.366.700              | 29.235                                                               | 3.337.465                                               |
| ENPI                            | 126.751            | 152.594                | 152.594                                                              |                                                         |
| (South Africa) AFS              | 84.415.949         | 96.331.162             |                                                                      | 96.331.162                                              |
| <b>Thematic instruments</b>     | <b>28.390.157</b>  | <b>43.211.695</b>      |                                                                      |                                                         |
| (Rehabilitation) REH            | 13.942.367         | 14.122.422             |                                                                      | 14.122.422                                              |
| (NSA-LA) DCI-NSAPVD             | 5.682.356          | 17.606.740             | 1.219.647                                                            | 16.387.093                                              |
| (Decentralised cooperation) CDC | 3.793.456          | 3.871.337              | 934.073                                                              | 2.937.263                                               |
| (Food security) FOOD            | 76.248             | 76.249                 | 76.249                                                               |                                                         |
| (Food security) DCI-FOOD        | 354.811            | 1.227.910              |                                                                      | 1.227.910                                               |
| (NGO) ONG-PVD                   | 2.056.421          | 2.531.684              |                                                                      | 2.531.684                                               |

| <b>(Budget lines) Domain</b>         | <b>Total Paid (EUR)</b> | <b>Total Commitment (EUR)</b> | <b>Direct support to a national policy (category 1) - Commitments (EUR)</b> | <b>Support at local level (category 3) - Commitments (EUR)</b> |
|--------------------------------------|-------------------------|-------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------|
| (Democracy & Human Rights) DDH       | 1.001.826               | 1.002.794                     | 540.000                                                                     | 462.794                                                        |
| (Democracy & Human Rights) EIDHR     | 172.326                 | 262.536                       | 27.424                                                                      | 235.112                                                        |
| (Environment) ENV                    | 1.067.347               | 2.240.024                     |                                                                             | 2.240.024                                                      |
| (Stability & Rapid Reaction) IFS-RRM | 243.000                 | 270.000                       |                                                                             | 270.000                                                        |
| (Banana budget line) BAN             | 59.119                  | 59.119                        | 59.119                                                                      |                                                                |

*Source: CRIS and Particip analysis (2010)*

The table above shows the various financial instruments that are used to finance the EC support to decentralisation processes.

- Almost all the EC support to decentralisation (95%) is financed through geographical budget lines.
- Most of the EC funding is financed through the EDF budget lines (as mentioned in the geographical breakdown, African countries are the most important recipients).
- It is noteworthy that a variety of thematic instruments are used to finance the EC support to decentralisation (e.g, Food security budget line, Democracy & Human Rights budget line, etc.).



### 2.1.5. Breakdown by funding channel

| Channel \ Region                      | Africa      | Caribbean  | Pacific   | Latin America | ENP        | Asia       |
|---------------------------------------|-------------|------------|-----------|---------------|------------|------------|
| Government                            | 305.219.006 | 11.875.518 | 3.117.440 | 66.978.267    | 40.329.823 | 1.196.600  |
| Private company or Development agency | 144.868.103 | 7.389.173  | 1.224.540 | 8.112.217     | 15.494.455 | 8.139.257  |
| Local Association or NGOs             | 30.958.325  | 1.082.541  |           | 2.571.210     | 3.473.416  | 2.654.874  |
| UN body                               | 17.015.737  |            |           |               |            | 10.000.000 |
| Development Bank                      | 18.700.000  |            |           |               |            |            |
| Other                                 | 22.933.887  | 1.660.609  |           | 614.074       | 1.381.442  | 11.204.863 |
| Not encoded in CRIS                   | 46.695.757  | 3.703.755  |           |               |            |            |

*Source: CRIS and Particip analysis (2010)*

The table above shows the various ways that are used to channel the EC financial contributions to support to decentralisation processes. Although certain information is missing in the CRIS database, it quite starkly comes out that:

- In ACP and Latin America countries, the EC financial contributions are quite often directly transferred to the partner government.
- In Asian countries, in the few EC-funded interventions supporting decentralisation, the funds go to a variety of recipients. For instance, in Cambodia, UNDP is the main recipient of EC funds for the programme “Strengthening democratic and decentralised local governance”. In the Philippines, the EC provides funds to the “University of the Philippines / Public administration Research and Extension Services Foundation” to implement the programme “Enhancing fiscal sustainability of local government units in the Philippines”.

It is important to note that the figures showed in the table do not include the interventions related to a sectoral support in a decentralised/ decentralising context. As mentioned in the Section 2.2 below, the EC support several sectoral programmes that take place in a decentralisation context, and a number of them take place in Asia. Moreover, these interventions are frequently funded by Sector Budget Support making the Government the direct recipient of important funds and thus balancing the statements made above.

## 2.2. Examples of major interventions identified

### 2.2.1. Direct support to a national decentralisation policy (Top-Down)

The EC has funded interventions that directly support national decentralisation policies in more than 15 countries (10 in Africa, 3 in Latin America, 2 in the Caribbean region).

The table below lists the countries and major interventions where the EC has followed a top-down approach (the list is ordered by importance of planned budgets).

Table 3: Major programmes (Direct support to a national decentralisation policy)

| Region        | Country                        | Programme title                                                                | Year <sup>(14)</sup> | Planned amount <sup>15</sup> | Main recipient of the funds          |
|---------------|--------------------------------|--------------------------------------------------------------------------------|----------------------|------------------------------|--------------------------------------|
| Africa        | Mali                           | Programme d'appui à la réforme administrative et à la décentralisation (PARAD) | 2006                 | 71.821.305                   | République du Mali                   |
| Africa        | Mali                           | Appui au démarrage des communes au Mali                                        | 2000                 | 40.245.826                   | République du Mali                   |
| Latin America | Honduras                       | Programa de apoyo a la descentralización en Honduras (PROADES)                 | 2005                 | 33.651.500                   | Republica de Honduras                |
| Caribbean     | Dominican Republic             | Apoyo a la reforma y modernización del estado                                  | 2002                 | 23.684.708                   | Republica Dominicana                 |
| Latin America | Guatemala                      | Decentralisation de l'Etat                                                     | 2004                 | 18.738.506                   | Republica de Guatemala               |
| Africa        | Congo (Democratic Republic of) | Programme appui à la gouvernance en République Démocratique du Congo           | 2007                 | 17.947.616                   | Business and strategies in europe SA |
| Africa        | Benin                          | Programme d'appui à la décentralisation (PACTE)                                | 2008                 | 13.681.119                   | République du Benin                  |
| Latin America | Peru                           | Programme d'appui au développement socio-économique et à la                    | 2004                 | 12.974.938                   | Republica del Peru                   |

<sup>14</sup> In case the intervention corresponds to a whole financial decision, this column corresponds to the year of the 1<sup>st</sup> contract that was signed under this decision. In the case of individual contracts (within broader financial decision), the year shown is simply the year of the contract.

<sup>15</sup> As all other financial figures in this inventory, amounts are expressed in Euro.

| Region        | Country      | Programme title                                                                                                                                                        | Year<br>( <sup>14</sup> ) | Planned amount <sup>15</sup> | Main recipient of the funds          |
|---------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|--------------------------------------|
|               |              | décentralisation dans les régions d'Ayacucho et de Huancavelica                                                                                                        |                           |                              |                                      |
| Africa        | Uganda       | Support to decentralisation programme                                                                                                                                  | 2006                      | 9.208.120                    | Republic of Uganda                   |
| Africa        | Sierra Leone | Decentralisation capacity building programme                                                                                                                           | 2006                      | 9.100.000                    | The World Bank group                 |
| Latin America | Costa Rica   | Descentralización y Fortalecimiento Municipal                                                                                                                          | 2004                      | 8.951.320                    | Republica de Costa Rica              |
| Africa        | Benin        | Programme d'appui au démarrage des communes - PRODECOM                                                                                                                 | 2002                      | 8.145.234                    | REPUBLIQUE DU BENIN                  |
| Africa        | Ivory Coast  | Soutien à la décentralisation & l'aménagement du territoire <sup>16</sup>                                                                                              | 2000                      | 6.700.100                    | Groupe Huit SAS                      |
| Africa        | Niger        | Programme d'appui à la décentralisation et au développement local dans la région d'Agadez                                                                              | 2007                      | 5.895.966                    | République du Niger                  |
| Africa        | Niger        | Programme d'appui de la mise en œuvre de la réforme de la décentralisation et de la mise en place de stratégies et d'outils pertinents                                 | 2004                      | 1.608.420                    | Egis BDPA SA                         |
| Africa        | Djibouti     | Projet d'Appui à la décentralisation                                                                                                                                   | 2008                      | 600.000                      | United Nations Development Programme |
| Africa        | Guinea       | Appui à la consolidation du processus de décentralisation                                                                                                              | 2008                      | 463.454                      | Institutions et Développement SARL   |
| Caribbean     | Haiti        | Formation à la décentralisation des collectivités territoriales, des décideurs publics, et des membres des organisations et institutions de la société civile en Haïti | 2003                      | 395.698                      | Association Frères des Hommes        |

<sup>16</sup> In this specific case, given the size of the whole envelope of the related financial decision (47m€), only the contracts clearly related to decentralisation were taking into account to calculate the amount shown in the table.

**Main findings:**

- All interventions supporting directly a national policy/strategy were funded through **Geographical Instruments**.
- Most of the funds were directly transferred to the **partner governments**. But it is noteworthy that, in Sierra Leone, the EC has chosen to deliver its support via the **World Bank Group**.
- The aid was delivered through **Sector Budget Support** in three countries: **Mali, Benin and Honduras**.
- The EC does not adopt a top-down approach in its support to decentralisation processes in **Asia**.

**Focus on 2 examples:**

The box below provides more detail about the context and objectives of three of the EC-funded interventions following a top-down approach:<sup>17</sup>

*Box 1: Focus on a few examples of interventions following a top-down approach*

**Decentralisation capacity building programme in Sierra Leone (2006; 9.100.000 €)**

Under the Sierra Leone - EC Country Strategy Paper and National Indicative Programme for 2003-2007, the overall objective of the Focal Sector 2 is to contribute to restore civil authority throughout the country, to consolidate democracy and to establish a participatory, transparent and accountable system of governance. Support to the decentralisation policy was identified as one of the main strategies to achieve this overall objective.

Various donors, in particular the World Bank, DFID and UNDP, have agreed to support different elements of the decentralisation process. The World Bank project of institutional reform and capacity building (IRCBP) is, as of today, the largest and more comprehensive single programme of support to the decentralisation process in Sierra Leone. For this reason, this programme, the "Decentralisation Capacity Building Programme", has been designed to be embedded into the IRCBP strategic intervention and to be implemented through a multi donor trust fund administered by the World Bank. DFID will also co-participate together with the EC to this programme, channelling its support through the same WB trust fund. This coherence of efforts shall maximise the complementarity and eventually the impact of donors' activities and avoid duplication of management structures.

<sup>17</sup> The available information will be analysed in the more exhaustive way during the desk phase.

The overall objective of the EU/DFID decentralisation capacity building programme is to provide efficient, transparent and accountable delivery of services to the poor through the establishment of local governance. The programme purpose is to facilitate the devolution of functions and enable the local councils to carry out their mandate in accordance with the Local Government Act and other applicable regulatory framework.

### **Programa de apoyo a la descentralización en Honduras – PROADES (2005 ; 33.651.500 €)**

The Government of Honduras (GoH) considers decentralization as an instrument of state reform that can contribute to the provision of public services in a more efficient, effective and transparent manner. The GoH has given priority to decentralisation as a tool to promote local development in a sustainable manner, respecting the macroeconomic balance and democratic governance in the country. To propose a conceptual and operational framework, the government has decided to launch the Programme for Decentralization and Local Development (PRODDEL).

The EU support programme (PROADES) overall objectives are to contribute to poverty reduction and the establishment of an efficient modern civil service. The PROADES fits into the framework of the Poverty Reduction Strategy (PRSP) and the National Programme PRODDEL, both programs designed with a long-term perspective.

The programme focuses its efforts on supporting the strengthening of government institutions for decentralisation of public administration, the effective participation of the civil society and also aims at fostering local development and territorial planning.

### **Remarks:**

- The EC has also funded numerous identification/formulation missions or studies to prepare support programmes to decentralisation policies such as: in Mauritania (*“Mission pour un processus d’identification d’un programme d’appui à la decentralisation”*; 2006; 196.755€) or in Syria (*“Formulation of the Decentralization and Local Development Programme”*; 2008; 152.594€).
- As explained above, only interventions for which the first contract was signed within the evaluation period were kept for the analysis done in this inventory. However, the evaluation team has collected information on a number of interventions that have started before 2000 for a potential use during the next phases (for instance, the team collected information on the following intervention that started to be implemented in Benin in 1999: *“Appui a la décentralisation et au développement local”*; 336.362€).

### 2.2.2. Support to a national decentralisation policy or strategy at local level (Bottom-up)

The table below provides the list of the 30 biggest<sup>18</sup> EC-funded programmes aiming at supporting a national decentralisation policy or strategy at local level.

Table 4: Major programmes (Support to a decentralisation policy at local level)

| Region | Country      | Programme title                                                                                           | Year<br>( <sup>19</sup> ) | Planned amount <sup>20</sup> | Main recipient of the funds          |
|--------|--------------|-----------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|--------------------------------------|
| Africa | South Africa | Urban development support to the Ethikwini municipality                                                   | 2002                      | 35.000.000                   | Republiek van suid-afrika            |
| Africa | Rwanda       | Decentralised programme for rural poverty reduction                                                       | 2003                      | 33.972.633                   | Republika y u rwanda                 |
| Africa | South Africa | Local economic development support programme in Kwazulu natal                                             | 2002                      | 33.715.456                   | Republiek van suid-afrika            |
| Africa | Madagascar   | Programme d'appui aux communes et organisations rural pour le développement du sud (accords) phase i & ii | 2004<br>2006              | 29.938.602<br>32.693.705     | Repoblika Demokratika Malagasy       |
| ENP    | Jordan       | Support to poverty reduction through local development - Jordan                                           | 2004                      | 29.578.304                   | Al Mamlaka al Urduniya al Hashemiyah |
| Africa | South Africa | Local economic development support programme in the Eastern Cape province                                 | 2004                      | 27.346.602                   | Republiek van suid-afrika            |
| Africa | Senegal      | Programme d'appui au programme national de bonne gouvernance (PAPNBG)                                     | 2004                      | 26.145.871                   | Agrer sa                             |
| Africa | Tanzania     | Support to the local government grant scheme                                                              | 2007                      | 22.700.000                   | Jamhuri Ya Mwungano Wa Tanzania      |

<sup>18</sup> These are the biggest interventions in terms of *commitments*. For the whole list, refer to the Annex 2.

<sup>19</sup> In case the intervention corresponds to a whole financial decision, this column corresponds to the year of the 1<sup>st</sup> contract that was signed under this decision. In the case of individual contracts (within broader financial decision), the year shown is simply the year of the contract.

<sup>20</sup> As all other financial figures in this inventory, amounts are expressed in Euro.

| Region        | Country     | Programme title                                                                                                                                 | Year<br>( <sup>19</sup> ) | Planned amount <sup>20</sup> | Main recipient of the funds                              |
|---------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------|----------------------------------------------------------|
| Africa        | Somalia     | 3 <sup>rd</sup> rehabilitation programme: support to local communities and civil society                                                        | 2000                      | 22.137.225                   | Private companies / Dvpt agencies (PWC, GOPA, THW, etc.) |
| Africa        | Cameroon    | Appui aux capacités décentralisées de développement urbain                                                                                      | 2001                      | 19.358.353                   | Republic of Cameroon                                     |
| Africa        | Kenya       | Rural poverty reduction and local government support programme                                                                                  | 2004                      | 15.851.392                   | JAMHURIYA KENYA                                          |
| ENP           | Syria       | Municipal administration modernisation                                                                                                          | 2004                      | 15.354.276                   | WYG INTERNATIONAL LIMITED                                |
| ENP           | Lebanon     | Support to reforms and local governance (priority 1. support to ENP initiatives)                                                                | 2005                      | 13.168.983                   | AL-JUMHOURIYA AL-LUBNANIYA                               |
| Latin America | Peru        | Programme d'appui au développement socio-économique et à la décentralisation dans les régions d'Ayacucho et de Huancavelica                     | 2003                      | 12.974.938                   | REPUBLICA DEL PERU                                       |
| Africa        | Liberia     | Liberia County development                                                                                                                      | 2007                      | 12.500.000                   | THE WORLD BANK GROUP                                     |
| Africa        | Senegal     | Soutien aux initiatives de développement local                                                                                                  | 2000                      | 10.816.470                   | REPUBLIQUE DU SENEGAL                                    |
| Asia          | Afghanistan | Support to provincial governance                                                                                                                | 2006                      | 10.300.000                   | INTERNATIONAL ORGANIZATION FOR MIGRATION                 |
| Asia          | Cambodia    | Strengthening democratic and decentralised local governance in Cambodia: building local capacity through networking and local-local cooperation | 2004                      | 10.000.000                   | UNITED NATIONS DEVELOPMENT PROGRAMME                     |
| Africa        | Senegal     | Appui au développement local urbain                                                                                                             | 2000                      | 8.224.766                    | REPUBLIQUE DU SENEGAL                                    |
| Africa        | Comoros     | Programme de coopération décentralisée                                                                                                          | 2006                      | 7.706.325                    | EGIS BDPA SA                                             |
| Africa        | Chad        | Programme d'accompagnement structurant d'initiatives locales de développement (PASILD)                                                          | 2007                      | 7.560.682                    | JUMHURIYAT TSHAD                                         |
| Africa        | Mauritania  | Projet d'appui aux processus électoraux 2006/2007 en Mauritanie                                                                                 | 2006                      | 6.000.000                    | UNITED NATIONS DEVELOPMENT                               |

| Region  | Country          | Programme title                                                        | Year<br>( <sup>19</sup> ) | Planned amount <sup>20</sup> | Main recipient of the funds           |
|---------|------------------|------------------------------------------------------------------------|---------------------------|------------------------------|---------------------------------------|
|         |                  |                                                                        |                           |                              | PROGRAMME                             |
| Africa  | Mali             | ADERE-Nord                                                             | 2005                      | 5.872.689                    | REPUBLIQUE DU MALI                    |
| Africa  | Lesotho          | Local governance and non-state actors support programme                | 2007                      | 4.927.051                    | GOPA                                  |
| Pacific | Papua New Guinea | Strengthening of districts and local level governments in PNG          | 2006                      | 4.341.980                    | Independent state of Papua new Guinea |
| Africa  | Mauritania       | PASOC programme d'appui à la société civile et à la bonne gouvernance  | 2006                      | 4.133.850                    | SATEC Development International SARL  |
| Africa  | Uganda           | ACHOLI programme (decentralised cooperation programme north of Uganda) | 2000                      | 3.880.439                    | Republic of Uganda                    |
| Africa  | Mauritania       | Appui a la commune de Chinguetti                                       | 2003                      | 3.164.910                    | Agriconsulting EUROPE SA              |

### Main findings:

- All but one interventions mentioned above were funded through **Geographical Instruments**.
- Most of the funds were directly transferred to the **partner governments**. But the situation is much more contrasted than for the interventions following a top-down approach. In several cases (like in Mauritania, Syria or Senegal), the EC has chosen to deliver most of its support via private companies (PWC, WYG international, AGRER...) or development agencies (Bundesanstalt Technisches Hilfswerk...).
- To finance its bottom-up interventions, the EC uses the whole panel of financing modalities ranging from **EC procedures for grants** (such as in Syria) to **Sector Budget Support** (such as in Jordan). In Liberia, two components of the EC supported programme correspond to **contribution to other donors' programmes** (the World Bank and the UNDP).



**Focus on 3 examples:**

The box below provides more detail about the context and objectives of three of the interventions where the EC has followed a bottom-up approach.<sup>21</sup>

*Box 2: Focus on a few examples of interventions following a bottom-up approach***Urban Development programme for the eThekweni Municipal Authority (EMA) in South Africa (2003; 35.000.000€)**

The Urban Development programme for the eThekweni Municipal Authority (EMA) is a 5-year multifaceted implementation project designed to support the implementation of a potentially path-breaking commitment by the EMA to area based governance and management.

The overall objective of this programme is to contribute to the achievement of the EMA's goal of improving the quality of life of all its people and to contribute to the further development of the national urban development strategy. The interventions will be supporting the following EMA priority objectives and the following stream of benefits for in particular low-income citizens in Durban:

- A decentralised, extended and deepened democratic process within the centralised management system now established by the Council.
- More effectively integrated and sustainable development at the local and metropolitan level oriented to improved quality of life outcomes.
- More institutionally and personally empowered stakeholders at the local level including civil society and economic organisations, councillors and city officials.
- More efficient, cost effective and appropriate service delivery based on the mobilisation of city, community and stakeholder resources and participation.
- More effectively focussed Council management effort and investment of funds to ensure both improved municipal services and promotion of sustainable economic development and job creation.

**Support to Poverty Reduction through Local Development in Jordan (2004; 29.578.304€)**

In some countries, a major gap is observed between stated policies on decentralisation reforms and commitment to their effective implementation. In some cases one can even speak of 'virtual' decentralisation processes. One good indicator of commitment is the amount of resources that flow to the local level (e.g. 1% of total revenues in Costa Rica, 3% in Jordan).

---

<sup>21</sup> The available information will be analysed in the more exhaustive way during the desk phase.

The EC-funded programme aims at supporting Jordan's efforts in launching and maintaining viable local development processes with a particular focus on 21 municipalities in poor areas, opening up opportunities to improve living conditions, in particular for deprived population groups. These processes are characterised by an increased delivery of quality public services, by improved human and institutional capabilities and by the active participation of local communities in their development.

The EU support is delivered as a direct, untargeted sector support channelled through the Jordanian national budget. The programme is managed by the Jordanian authorities under the supervision of a Steering Committee comprising the main institutional players. The Ministry of Planning and International Cooperation ensures the overall coordination of all actions and measures in close cooperation with the other main stakeholders, in particular the Ministry of Municipal and Rural Affairs.

#### **Decentralised programme for rural poverty reduction (DPRPR) in Rwanda (2003; 33.972.633€)**

The Decentralised Programme for Rural Poverty Reduction (DPRPR) is a pro-poor programme to benefit about 662,000 inhabitants, mostly farmers living below the poverty line in south-eastern Rwanda. It will empower them to establish their own development priorities at local level. DPRPR will train the officials and the local-government administration to implement approved projects, and civil society will oversee a process where local firms, NGOs and associations deliver the social, environmental and, particularly, the rural economic infrastructure prioritised by the people, and provide skills and new technologies for income-generating activities. By DPRPR's end, the skills acquired and systems set up will allow the process to continue sustainably using central-government funds and the district's own tax revenue.

The programme overall objective is to reduce poverty in the programme zone through support to activities within the framework of the decentralisation process implemented by the Rwandan government, which should help local populations participate fully in the decision-making process with the local administration.

The overall responsibility for the implementation of the programme lies with the National Authorising Officer (NAO). In accordance with Article 35(1) of Annex IV to the Cotonou Agreement, the following functions are delegated:

- *EC Delegation*, as donor, will approve work programmes governing each DPRPR component
- *MINALOC* (Ministry of Local Government, Information and Social Affairs), programme manager, will ensure management and supervision of the execution of the programme.
- *Monitoring committee*: decision-making body, comprises representatives of NAO, MINALOC, RALGA and the EC Delegation. It defines the direction of the overall programme, consistent with sectoral strategies, and guides programme implementation.
- *Project Management Unit-PMU*, composed of technical assistants and national staff based within MINALOC, will initially execute the programme.

- *Civil society*, and major DPRPR *beneficiaries*, participate in designing the CDPs at cell and district levels.
- *Private sector*, particularly local SMEs, will compete to win tenders for projects.
- *Local associations* will win post-project maintenance contracts.

The EC also supports a number of "**smaller**" **projects** (usually on thematic budget lines) such as:<sup>22</sup>

- "Répondre aux besoins de la décentralisation par le renforcement et la structuration des capacités locales au sein des ANE et des AL pour la réduction de la pauvreté et le développement durable au nord du Burkina Faso." (2007; 506.508€) financed by the NSA-LA thematic budget line and implemented by the association Development Workshop France.
- "Strengthening local authorities - the way towards decentralization" in Georgia (2009; 69.570€)<sup>23</sup> financed by the NSA-LA thematic budget line and implemented by the National Center for strategic research and development.
- "Fortalecimiento de la sociedad civil y tres gobiernos municipales de ADINAM en la subcuenta alta del rio Suchiate" (2005 ; 100.000€) financed by the Decentralised Cooperation thematic budget line and implemented by the NGO Action Against Hunger.

It is noteworthy that the EC frequently **combines different approaches in the same country**: for instance in Guatemala, Honduras and Mauritania, it has directly supported decentralisation and, in parallel, has financed programmes aimed at strengthening civil society to participate in local governance.

---

<sup>22</sup> For the full list of identified interventions, please refer to the Annex 2.

<sup>23</sup> The purpose of the project is strengthening of Local Authorities, which will promote the improvement of the quality and accessibility of public services, public participation in the formation of the local policy, poverty reduction and a sustainable development (with trainings being the main part of the project).

### 2.2.3. Sectoral support in a decentralising context

The table below provides a list of examples of EC-funded sector support programmes that include a dimension on decentralisation and have been implemented in a decentralised context:

Table 5: *Examples of programmes (sectoral support in a decentralising context)*

| Region        | Country            | Programme title                                                              | Year | Planned amount <sup>24</sup> | Sector    |
|---------------|--------------------|------------------------------------------------------------------------------|------|------------------------------|-----------|
| ENP           | Morocco            | Appui à la gestion du secteur de la santé                                    | 1998 | 117.680.663                  | Health    |
| Latin America | Nicaragua          | Education sector policy programme and its decentralization                   | 2003 | 50.724.150                   | Education |
| Africa        | Tanzania           | Support to Education Sector Reform                                           | 2007 | 43.250.000                   | Education |
| Asia          | Philippines        | Philippine Health Sector Policy Support Programme                            | 2005 | 24.275.770                   | Health    |
| Africa        | Chad               | Appui à la politique de l'eau                                                | 1999 | 22.492.887                   | Water     |
| Africa        | Malawi             | Support health reform/ decentralization: Chiradzulu hospital                 | 2000 | 14.232.530                   | Health    |
| Caribbean     | Dominican Republic | Programa de reforzamiento del sistema de salud                               | 2000 | 11.577.279                   | Health    |
| Africa        | Lesotho            | Transport Sector Policy and Institutional Reform Support Programme (TSPiRSP) | 2006 | 7.850.000                    | Transport |
| Asia          | Indonesia          | Basic Education Sector Capacity Support Programme in Indonesia (BE-SCSP)     | 2004 | 3.955.264                    | Education |

#### **Main findings:**

- The EC has financed programmes supporting the decentralisation of services in **all regions**.
- The programmes are usually very large and include a **variety of components**.

<sup>24</sup> As all other financial figures in this inventory, amounts are expressed in Euro.

- **Sector Budget Support** is the most common financing modality used to support sector programmes in a decentralising context but funds are also sometimes channelled through pool funding / the World Bank Group.

### **Focus on 2 examples:**

The box below provides more detail about the context and the objectives of three of the interventions where the EC is following a bottom-up approach.<sup>25</sup>

*Box 3: Focus on a few examples of sectoral support in a decentralising context*

#### **Education sector policy programme and its decentralisation in Nicaragua (2003; 50.724.150€)**

The objective of the PAPSE is to support progressive development of government capacities to design and manage education policies and eventually poverty reduction through human capital investment. The PAPSE specifically supports the National Education Plan and the *decentralisation process* to local governments.

The selected financing modality is direct budget support under the form of *sector budget support*.

Activities implemented include: Support to Decentralisation, Support to high school – orientation to technical education; Support to teachers; Implementation of SEAR (Autonomous Regional Education System, in Atlantic Regions).

Donor coordination is performed through the Sectoral Education Table, coordinated by Education Ministry (MECD). Participants are sector donors, civil society organisations and other government institutions linked with education sector. The MECD annually presents an "Annual Operative Plan" and regularly a variety of documents such as "Work Common Plan (PCT 2005-8)", "Advanced Report 2004". It is noteworthy that no less than eight documents have already been produced on the progress related to the decentralisation of services (according to the latest project summary fiche of the intervention).

#### **Philippine Health Sector Policy Support Programme (2005; 24.275.770€)**

After 50 years of marked health status improvement in the Philippines, progress had slowed down during the 1990's. Major issues were to be addressed; in particular, the maternal mortality rate was still far above that of comparable countries. This situation could in part be attributed to the overall inequity and inefficiency of the Philippines health system in terms of both financing and service delivery arrangements, partly resulting from the devolution of responsibilities for health care provision to local governments brought about by the

<sup>25</sup> The available information will be analysed in the more exhaustive way during the desk phase.

Local Government Code (1991). The challenge was in fact to improve access to quality health care services in a fully *decentralised environment* exacerbated by the fiscal crisis which affects the Philippines and translates into cut in the Department of Health budget.

The EC launched in 2006 a Sector Policy Support Programme to support the national endeavours to reform the health sector (in accordance with the “Sector Development Approach for Health” adopted by the Filipino government).

The Philippine Health Sector Policy Support Programme is mainly financed by Sector Budget Support and its main purpose is the increased utilization of affordable and financially sustainable, quality essential health services and population programs by the poor through the progressive implementation of the government’s Health Sector Reform Agenda.

One of the Expected Result is the improved governance in the health sector through (i) more efficient local health systems based on Inter-Local Health Zones and partnerships with the private sector; (ii) increased public accountability; (iii) improved health sector planning, monitoring and evaluation and (iv) increased efficiency and effectiveness of public health spending, (v) improved public finance management.

#### **Transport Sector Policy and Institutional Reform Support Programme (TSPiRSP) in Lesotho (2006; 7.850.000€)**

The framework objective for the EC support in the transport sector (Focal sector II in the 2001-2007 CSP) is the development of a transport system capable of providing access to essential social services for isolated communities, assisting in the *decentralisation process* by providing all-weather links between district administrative centres and in supporting the sustainable development of national economic activities.

The first contract was only signed in 2008 and the funds have eventually been channelled through the World Bank.

The major interventions foreseen focuses on: 1/ Institutional capacity building and development of a medium term strategy for the transport sector; 2/ Establishment of a sector-wide road maintenance and capital investment programmes for the medium-term and employment through the utilisation, whenever possible, of labour-based methods of road construction and maintenance.

#### 2.2.4. Other indirect support

As mentioned above the evaluation has identified several interventions that are somehow related to decentralisation but that were eventually considered as being out of the main coverage of the evaluation. Here are a few examples<sup>26</sup>:

- South Sinai Regional Development Programme (Egypt – 2005).
- Appui au développement socio-économique local dans le Nord-Est de l'Algérie (2001).
- Programme d'appui à la bonne Gouvernance (Burundi – 2007)<sup>27</sup>.
- Soutien aux initiatives culturelles décentralisées (PSIC) (Western Africa – 2000).
- Chittagong Hill Tracts Development Facility in Bangladesh (2005).
- Development of Good Local Governance in the Republic of Kazakhstan (2004).

Although out of the scope for this inventory, the evaluation team might consider these interventions to better understand the national context related to decentralisation in the country under analysis during the next phases.

---

<sup>26</sup> The Annex 2 provides a longer list of interventions indirectly supporting decentralisation.

<sup>27</sup> As mentioned above, more generally, all identified interventions supporting good governance without a strong link to a support to decentralisation were classified in this category.

### 2.3. Overview of EC financial contribution by country

The table below shows how much was committed and paid to support decentralisation in each partner countries where the EC supported decentralisation.

Table 6: Overview of EC financial contribution by country

| Area          | Country                        | Total direct support - Paid | Total direct support - Committed | Direct support – Category 1 (commitments) | Direct support – Category 3 (commitments) |
|---------------|--------------------------------|-----------------------------|----------------------------------|-------------------------------------------|-------------------------------------------|
| Africa        | Mali                           | 109.990.063                 | 118.908.593                      | 71.859.163                                | 47.049.430                                |
| Africa        | Madagascar                     | 36.463.286                  | 65.375.793                       | 44.519                                    | 65.331.274                                |
| Africa        | Senegal                        | 40.467.650                  | 45.267.207                       | 80.100                                    | 45.187.107                                |
| Africa        | Rwanda                         | 34.179.520                  | 35.204.064                       | 31.431                                    | 35.172.633                                |
| Latin America | Honduras                       | 14.215.270                  | 34.050.307                       | 33.792.396                                | 257.911                                   |
| ENP           | Jordan                         | 28.447.662                  | 29.628.398                       | -                                         | 29.628.398                                |
| Africa        | Somalia                        | 24.330.515                  | 27.734.144                       | 5.000.000                                 | 22.734.144                                |
| Caribbean     | Dominican Republic             | 23.684.708                  | 23.684.708                       | 23.684.708                                | -                                         |
| Africa        | Tanzania                       | 23.102.762                  | 23.445.279                       | -                                         | 23.445.279                                |
| Africa        | Benin                          | 16.619.741                  | 22.490.592                       | 14.345.358                                | 8.145.234                                 |
| Africa        | Cameroon                       | 18.678.406                  | 20.502.817                       | 1.094.551                                 | 19.408.266                                |
| Latin America | Guatemala                      | 18.557.007                  | 19.820.783                       | 19.521.882                                | 298.901                                   |
| Africa        | Congo (Democratic Republic of) | 5.838.720                   | 18.466.483                       | 18.168.556                                | 297.927                                   |
| Africa        | Kenya                          | 12.005.061                  | 15.851.392                       | -                                         | 15.851.392                                |



|               |                  |            |            |            |            |
|---------------|------------------|------------|------------|------------|------------|
| ENP           | Syria            | 14.367.420 | 15.656.985 | 302.708    | 15.354.276 |
| Africa        | Mauritania       | 11.641.631 | 13.834.740 | 535.980    | 13.298.760 |
| Africa        | Liberia          | 5.976.468  | 13.424.776 | 4.000.000  | 9.424.776  |
| Latin America | Peru             | 13.141.817 | 13.341.768 | 12.974.938 | 366.830    |
| ENP           | Lebanon          | 10.692.053 | 13.211.959 | -          | 13.211.959 |
| Asia          | Cambodia         | 7.913.389  | 12.210.702 | 177.174    | 12.033.528 |
| Africa        | Gambia           | 11.125.609 | 12.113.421 | 12.113.421 | -          |
| Africa        | Uganda           | 7.803.226  | 11.637.011 | 9.281.472  | 2.355.539  |
| Asia          | Afghanistan      | 5.889.855  | 11.474.672 | 194.387    | 11.280.285 |
| Africa        | Chad             | 8.605.108  | 10.470.284 | -          | 10.470.284 |
| Africa        | Sierra Leone     | 6.413.169  | 9.143.169  | 9.143.169  | -          |
| Latin America | Costa Rica       | 6.524.641  | 8.977.784  | 8.977.784  | -          |
| Africa        | Ivory Coast      | 8.145.625  | 8.641.875  | 7.259.219  | 1.382.656  |
| Africa        | Niger            | 4.984.501  | 8.386.035  | 8.386.035  | -          |
| Africa        | Comoros          | 2.260.699  | 7.706.325  | -          | 7.706.325  |
| Africa        | South Africa     | 3.183.063  | 7.678.186  | -          | 7.678.186  |
| Africa        | Angola           | 5.961.895  | 7.584.000  | 4.806.249  | 2.777.751  |
| Africa        | Lesotho          | 1.978.978  | 5.162.100  | 235.049    | 4.927.051  |
| Asia          | Indonesia        | 2.943.587  | 4.479.409  | -          | 4.479.409  |
| Pacific       | Papua New Guinea | 1.273.680  | 4.341.980  | -          | 4.341.980  |
| Africa        | Ghana            | 2.132.027  | 2.734.973  | -          | 2.734.973  |
| Africa        | Botswana         | 1.381.744  | 2.708.690  | -          | 2.708.690  |
| Asia          | Philippines      | 1.676.638  | 2.135.281  | -          | 2.135.281  |

|               |                          |           |           |         |           |
|---------------|--------------------------|-----------|-----------|---------|-----------|
| Caribbean     | Haiti                    | 1.313.607 | 2.021.987 | 672.923 | 1.349.064 |
| Asia          | Kyrgyzstan               | 1.226.604 | 1.370.992 | -       | 1.370.992 |
| Africa        | Burkina Faso             | 645.554   | 1.304.536 | 704.536 | 600.000   |
| Asia          | Kazakhstan               | 1.151.895 | 1.220.330 | -       | 1.220.330 |
| Latin America | Nicaragua                | 881.758   | 1.180.199 | 132.753 | 1.047.446 |
| Africa        | Mozambique               | 440.652   | 965.240   | 264.592 | 700.648   |
| Africa        | Guinea                   | 557.337   | 923.023   | 747.578 | 175.445   |
| Asia          | Bangladesh               | 279.671   | 919.285   | -       | 919.285   |
| Africa        | Sudan                    | 911.356   | 911.356   | -       | 911.356   |
| Africa        | Nigeria                  | 343.025   | 896.801   | -       | 896.801   |
| ENP           | Georgia                  | 453.914   | 832.267   | 29.235  | 803.032   |
| Africa        | Djibouti                 | 302.956   | 600.000   | 600.000 | -         |
| ENP           | Moldova                  | 471.508   | 523.898   | -       | 523.898   |
| Asia          | Laos                     | 261.517   | 518.214   | 18.214  | 500.000   |
| Africa        | Zambia                   | 144.450   | 497.738   | -       | 497.738   |
| Africa        | Central African Republic | 259.280   | 479.205   | 279.205 | 200.000   |
| Africa        | Cape Verde               | 187.257   | 360.150   | -       | 360.150   |
| ENP           | Belarus                  | 192.721   | 342.721   | -       | 342.721   |
| Africa        | Burundi                  | 202.685   | 312.550   | -       | 312.550   |
| Latin America | Bolivia                  | 117.788   | 308.063   | -       | 308.063   |
| Latin America | Colombia                 | 246.900   | 302.818   | 139.795 | 163.023   |
| Africa        | Ethiopia                 | 79.199    | 277.199   | -       | 277.199   |
| Asia          | Sri Lanka                | 73.468    | 276.317   | -       | 276.317   |

|               |                                      |                                                                       |         |         |         |
|---------------|--------------------------------------|-----------------------------------------------------------------------|---------|---------|---------|
| Africa        | Zimbabwe                             | 243.000                                                               | 270.000 | -       | 270.000 |
| Africa        | Togo                                 | 64.000                                                                | 230.000 | -       | 230.000 |
| Asia          | Tajikistan                           | 193.014                                                               | 200.000 | -       | 200.000 |
| ENP           | Azerbaijan                           | 200.000                                                               | 200.000 | -       | 200.000 |
| ENP           | Ukraine                              | 183.976                                                               | 183.976 | -       | 183.976 |
| Asia          | Nepal                                | 180.814                                                               | 180.814 | -       | 180.814 |
| ENP           | Egypt                                | 129.462                                                               | 129.462 | 129.462 | -       |
| Latin America | Paraguay                             | 41.623                                                                | 107.296 | -       | 107.296 |
| Asia          | Vietnam                              | 99.133                                                                | 99.133  | -       | 99.133  |
| Latin America | Venezuela                            | 94.095                                                                | 94.095  | -       | 94.095  |
| Asia          | India                                | 83.911                                                                | 83.911  | -       | 83.911  |
| Latin America | Ecuador                              | 80.000                                                                | 80.000  | -       | 80.000  |
| ENP           | Occupied<br>Palestinian<br>Territory | 69.595                                                                | 69.595  | -       | 69.595  |
| Latin America | El Salvador                          | 51.234                                                                | 64.042  | -       | 64.042  |
| ENP           | Russia                               | 49.990                                                                | 49.990  | -       | 49.990  |
| Latin America | Chile                                | 24.042                                                                | 24.042  | 24.042  | -       |
| Caribbean     | Jamaica                              | 2.800                                                                 | 4.901   | -       | 4.901   |
| ENP           | Algeria                              | <i>Only indirect support identified during the evaluation period.</i> |         |         |         |
| Pacific       | East-Timor                           | <i>Only indirect support identified during the evaluation period.</i> |         |         |         |
| Latin America | Brazil                               | <i>Only indirect support identified during the evaluation period.</i> |         |         |         |
| Africa        | Namibia                              | <i>Only indirect support identified during the evaluation period.</i> |         |         |         |
| Africa        | São Tomé &<br>Príncipe               | <i>Only indirect support identified during the evaluation period.</i> |         |         |         |

|               |          |                                                                       |
|---------------|----------|-----------------------------------------------------------------------|
| Asia          | China    | <i>Only indirect support identified during the evaluation period.</i> |
| Asia          | Pakistan | <i>Only indirect support identified during the evaluation period.</i> |
| ENP           | Morocco  | <i>Only indirect support identified during the evaluation period.</i> |
| Asia          | Thailand | <i>Only indirect support identified during the evaluation period.</i> |
| Latin America | Uruguay  | <i>Only indirect support identified during the evaluation period.</i> |
| Gulf          | Yemen    | <i>Only indirect support identified during the evaluation period.</i> |
| Africa        | Malawi   | <i>Only indirect support identified during the evaluation period.</i> |
| Asia          | Maldives | <i>Only indirect support identified during the evaluation period.</i> |

*Source: CRIS and Particip analysis (2010)*

The 10 main recipients of EC financial contributions to support to decentralisation are the following: Mali, Madagascar, Senegal, Rwanda, Honduras, Jordan, Somalia, the Dominican Republic and Tanzania.

## Annex

---

### Annex 1: Detailed description of the approach

The approach to the inventory of EC financial contributions follows 6 steps:

1. Data extraction from CRIS
2. 1<sup>st</sup> data filtering process (by key word)
3. 2<sup>nd</sup> data filtering (screening of the data for each country) and typology
4. Enrichment of the database
5. Identification of potentially relevant GBS
6. Analysis of the information.

#### 1. Data extraction

A direct search through the interface of the CRIS database did not enable identifying the relevant information for this inventory (in particular, there is no possibility to screen the titles of the contracts or the financing decisions with relevant key words).

Thus, the 1<sup>st</sup> step of the inventory consisted in building a mirror database of CRIS in Microsoft Access. The new database included information (title, year of signature, domain, planned amount, amount paid to date, etc.) related to all contracts and decisions available in CRIS for the period 1998 to 2009 (88.862 contracts, 10.342 decisions).

A first check was executed to verify the comprehensiveness of the information available through basic manipulations of the data available (quick screening by country, by year, etc).

#### 2. Data filtering process

The 2<sup>nd</sup> step consisted in filtering the database to identify relevant contracts and decisions.

#### Preliminary tests

A first test was carried out to check the possibility to identify relevant information through a search by DAC sector code<sup>28</sup>. In the present case, it turned out that the information encoded in CRIS does not allow identifying the relevant contracts and decisions by using the DAC sector fields.

A second preliminary test was carried out to analyse the possibility to identify contracts and decisions with the word “decentralisation” in their titles. The search gave a first list of potentially relevant contracts and decisions but the results turned out to be not exhaustive at all. A further refinement of the filters used was necessary.

#### Determination of a comprehensive list of keywords

A new filter was constituted based on a list of relevant keywords. The keywords were chosen in order to capture all those EC funded interventions that may be relevant to this evaluation.

---

<sup>28</sup> Following DAC sectors were examined: “Decentralisation and support to subnational government” (sector code: “15112”); “Public sector policy and administrative management” (15110); Public finance management (“15111”); Government administration (“15140”).

The keywords were aggregated in 3 groups:

1. The first group includes key words which refer directly to “decentralisation”.
2. The second group includes keywords which refer to sub-national governments/institutions (“local administration”, “local government”, etc.)
3. The third group also refers to sub-national levels but not necessarily to an organisation (“federal”, “municipal”, etc.).

*Box 4: Note on the type of keywords used*

The keywords were identified after a quick literature review and an analysis of the description of the DAC sector codes related to decentralisation in order to constitute a list as comprehensive as possible. The list was also checked by a thematic expert of the evaluation team who complemented the list with potentially relevant keywords.

Keywords are chosen so that they are precise enough to identify the relevant interventions but large enough to capture all expressions derived from them (hence, the use of wildcards). For instance, the keyword “\*local\* gov\*” allows capturing following expressions: “local government”, “local governments”, “local governance”.

Keywords are also translated in other language where necessary (“\*gob\*local\*” in Spanish; “\*gouv\*loca\*” in French).

It is noteworthy that the keywords used in this exercise allowed minimising the risk to miss relevant interventions that were entered in CRIS with spelling mistakes or abbreviations (e.g., the keyword “\*decentr\*” allows to identify title with the words “decentrliston” or “decentralis.”).

The groups of keywords are detailed in the table below.

*Table 7: List of keywords related to decentralisation*

| Group of key words    | Key word (English) | Related Key word (other language) |
|-----------------------|--------------------|-----------------------------------|
| <b>Group 1</b>        |                    |                                   |
| (decentralisation)    | *decentr*          | *descentr*                        |
| <b>Group 2</b>        |                    |                                   |
| (sub-national levels) |                    |                                   |
|                       | *local* admin*     | *admin*local*                     |
|                       | *local* authori*   | *local* autori*                   |
|                       | *local* gov*       | *gob *local*; *gouv *loca*        |
|                       | *local* capac*     | *capa*local*                      |
|                       | *local* institu*   |                                   |
|                       | *terri* admin*     |                                   |
|                       | *terri* authori*   |                                   |
|                       | *terri* ...        |                                   |
|                       | *regio* authori*   |                                   |
|                       | *regio* ...        |                                   |

| Group of key words          | Key word (English) | Related Key word (other language) |
|-----------------------------|--------------------|-----------------------------------|
|                             | *prov* authori*    |                                   |
|                             | *prov* ...         |                                   |
|                             | *depart* authori*  |                                   |
|                             | ...                |                                   |
| <b>Group 3</b>              |                    |                                   |
| (sub-national levels - bis) |                    |                                   |
|                             | *sub*nation*       |                                   |
|                             | *feder*            |                                   |
|                             | *district*         |                                   |
|                             | *munici*           |                                   |

Note: Other languages include Spanish and French

Source: CRIS and Particip analysis (2010)

Example of identified contracts:

- “EC Contracting & Decentralisation Specialist to be placed at the GCMU/MoPH” (Afghanistan; Decision year: 2004; Planned amount: 194.387,00 €; Decision domain: ASIE/2004/006-095) – identified through Group 1 of key words.
- “Evaluation of impact of support to KLGRP on Local Authorities' reporting capacities” (Kenya; Decision year: 2004; Planned amount: 92.700,00 €; Decision domain: FED/KE/12934). – identified through Group 2 of key words.

### 3. Screening and Typology

The list of contracts and decisions produced by the filtering process was then screened contract by contract (to ease the screening process the list was ordered by country and by year of contract signature).

Each contract was labelled according to the typology based on the following criteria:

- **Geographical areas:** Africa, Asia, Caribbean, ENP, Latin America, Pacific, Gulf.
- **Financial Instruments:** Geographical instruments (EDF, DCI, ENPI, etc.) and Thematic instruments (Food security, NSA-LA, ONG-PVD, Decentralised Cooperation, Instrument for Democracy and Human Rights...).
- **Entry points:** top-down approach, sectoral approach, bottom-up approach, indirect support (see below).
- **Funding channels:** Government, Private companies or Dvpt agencies, Local Association or NGO, UN bodies, Development Bank, Other.

Following criteria were also considered and relevant information was gathered:

- Financing modality: EC procurement (Grants, Public contracts...), Pool funding, Budget Support.
- Aid delivery approach: Project/Programme-Based/Sector.

The information available was unfortunately not exhaustive enough to proceed with a precise categorisation of all the interventions identified according to these two criteria. Although, an effort was made to already identify the programmes funded by **Sector Budget Support** or **Pool funding**, the evaluation team decided to not take fully into account these criteria at this stage.

A further analysis taking into account the aid delivery methods (approaches and financing modality) and linking them with elements of the national contexts will be carried out during the desk phase.

The criteria used for the **typology by entry points** are closely related to the various entry points adopted by the EC to support decentralisation as described in 2007 Reference Document<sup>29</sup>:

- **Category 1: Direct support to a national decentralisation policy or strategy**

Description of the category: This category includes all EC-funded interventions supporting a national decentralisation strategy. In particular, it covers national wide programmes and interventions involving central government's institutions.

Example of interventions: "*Assessment of Fiscal Decentralisation*" (Georgia – Decision year: 2006 – Planned amount: 29.235 €).

- **Category 2: Sectoral support in a decentralising context**

Description of the category: This category includes the EC-funded interventions related to a sectoral support that take place in a decentralising context (mainly sector support programmes that include aspects related to decentralisation).

Example of interventions: "*Support to decentralization of MoPH by hiring a consultant to support all activities set up in the contract*" (Afghanistan – Decision year: 2006 – Planned amount: 166.000 €).

- **Category 3: Support to a national decentralisation policy or strategy at local level**

Description of the category: Like the "category 1", this category includes all EC-funded interventions supporting a national decentralisation strategy but this category focus on the interventions specifically targeting the local level. In particular, it covers interventions supporting local governance.

Example of interventions: "*Promotion du développement local et appui au processus de décentralisation dans les quatre communes urbaines de la région Sava*" (Madagascar - – Decision year: 2003 – Planned amount: 458.943 €).

- **Category 4: Other indirect support**

Description of the category: This category includes interventions contributing indirectly to a decentralisation processes. In particular, it includes interventions that support local actors but not necessarily with a clear link to decentralisation.

Example of interventions: "*Improving local communities lives through enhancing community based organizations efforts related to promotion of women's rights and concrete involvement in local governance*" (Jordan – Decision year: 2006 – Planned amount: 89.694 €)

---

<sup>29</sup> Reference Document "Supporting Decentralisation and Local Governance in Third Countries" (EC/EuropeAid, 2007).



- **Category 5: Out of scope.**

Description of the category: This category includes all contracts not relevant for this evaluation.

Example of interventions: “*Fortalecimiento del trabajo organizativo y de la capacidad de incidencia de las mujeres del movimiento campesino de Cajibío*” (Colombia – Decision year: 2004 – Planned amount: 74.783 €)

As explained above, it was decided to only provide examples for the category 2 (category 2: sectoral support in a decentralising context). It was also not realistic to capture all the different EC-funded interventions supporting indirectly decentralisation (category 4). Consequently, only the interventions falling into the categories 1 and 3 were further analysed in the inventory exercise.

It is important to note that the EC-funded programmes supporting decentralisation processes are of various natures. Some of them only “focus” on decentralisation but some others adopt a broader approach: decentralisation is often associated to other concepts such as: “Good governance” like in Congo, “State modernisation” like in the Dominican Republic, “Rural development” like in Senegal or in Rwanda, “Territorial Planning” like in Ivory Coast, etc. To make the categorisation possible, it was thus decided to only focus on the component that was deemed the most important.

#### 4. Enrichment of the database by an analysis of CSP

To complement the results of the filtering process, a systematic search of references to “decentralisation” was carried out in all CSP of the period 2000-2009. The period actually covers two sets of CSP: one for the sub-period 2000-2007 (“period1”) and one for the sub-period 2008-2013 (“period2”)<sup>30</sup>.

The aim was to identify countries where the EC was funding important interventions supporting decentralisation, based on the occurrences of the word “decentralisation” in the CSP. In parallel, information was collected to identify countries with a significantly important context of decentralisation (for a potential further use during the desk phase).

The approach consisted in 5 steps:

- Step 1: Text recognition of the documents to be analysed (the numerous documents available had various formats that did not always allow to carry out an analysis with a text search tools; it was thus necessary to first execute a text recognition process on all documents available).
- Step 2: Counting the occurrences of the reference to “decentralisation”<sup>31</sup> in the various sections of the CSP<sup>32</sup>;

---

<sup>30</sup> The 127 CSP were available (92% of 138 countries) were distributed as followed: 73 (out of 78) in ACP; 39 (out of 43) in Asia & LA; 15 (out of 17) in ENP.

<sup>31</sup> In order to capture all variations possible of the word “decentralisation” (and its translations in the languages used in CSP), the keyword used was actually “centrali”.

<sup>32</sup> Each CSP was divided in three main sections: 1/ “NationalContext” (incl. analysis of the social, economic and political context); 2/ “PastCooperation” (incl. lessons learnt of past & ongoing cooperation); 3/ “ResponseStrategy” (incl. the full section detailing the response strategy for the coming period).

- Step3: Determination of a score for each country according to the information available in the two sets of CSP<sup>33</sup>;
- Step 4: Identify countries with score “quite important” (>1,5), “important” (>3).
- Step 5: For each country considered as important, rapid analysis of all contracts and decisions related to this country in order to identify potential contracts and decisions not captured by the keywords approach. In several cases, it was necessary to carry out a complementary search on the websites of the delegations and in the available documentation, in order to complement the information from the interventions’ titles given in CRIS.

The newly identified potential contracts were then entered in the database of potentially relevant contracts.

## 5. Identification of potentially relevant GBS

The team explored the possibility to identify potentially relevant GBS based on a similar approach used in previous thematic evaluations. This approach consisted in two steps:

1. Building a database with all GBS funded by the EC (within the temporal and geographical scope of the evaluation).
2. Search of “relevant GBS” based on the identification of performance indicators (used for the disbursement of the variable tranches) relevant to the thematic scope of the evaluation.

As the performance indicators are mainly related to the following two areas: “public finance management” and “social sectors” (especially, health and education), it turned out to be difficult to adopt such an approach in the framework on this evaluation.

In order to still provide an indication on the potentially relevant GBS, the team eventually decided put in parallel the list of countries where the EC support a GBS and the score given by the analysis of the CSP based on the occurrences of the reference to decentralisation. The result is given in Annex 4.

---

<sup>33</sup> For each country, the score calculated corresponds to the following average:  $(\text{ResponseStrategy2} + (\text{ResponseStrategy1} + \text{PastCooperation2})/2)/2$ , where ResponseStrategy2 corresponds to the occurrences in the “Response Strategy” section of the CSP covering the period2 (2008-2013), “ResponseStrategy1” corresponds to the same section in the CSP covering the period1 (2000-2007), “PastCooperation2” corresponds to the section on “Past Cooperation” in the CSP covering the period2 (2008-2013). As mentioned above the National context section was also examined; for this section, the average number of occurrences over the two periods was used  $(\text{NationalContext 1} + \text{NationalContext 2})/2$ .

## Annex 2: Analysis of the references to decentralisation in the CSP

| Area          | Country                        | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|--------------------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Africa        | Ghana                          | 1. important                                                 | 29                              |                                 | 4                                      | 27                              | 11                        | 10                                   | 1                                    |
| Africa        | Mali                           | 1. important                                                 | 20                              | 16                              | 10                                     | 7                               | 10                        | 6                                    | 8                                    |
| Africa        | Benin                          | 1. important                                                 | 18                              | 2                               | 8                                      | 13                              | 13                        | 9                                    | 7                                    |
| Africa        | Niger                          | 1. important                                                 | 18                              | 3                               | 6                                      | 13                              | 14                        | 12                                   | 4                                    |
| Africa        | Mauritania                     | 1. important                                                 | 17                              |                                 | 7                                      | 13                              | 11                        | 10                                   | 1                                    |
| Africa        | Lesotho                        | 1. important                                                 | 14                              | 1                               | 7                                      | 10                              | 10                        | 10                                   |                                      |
| ENP           | Syria                          | 1. important                                                 | 14                              | -                               | 3                                      | 12                              | 2                         | 3                                    | -                                    |
| Africa        | Rwanda                         | 1. important                                                 | 13                              | 4                               | 5                                      | 8                               | 17                        | 9                                    | 15                                   |
| Africa        | Chad                           | 1. important                                                 | 12                              | 1                               | 7                                      | 8                               | 2                         | 2                                    |                                      |
| Africa        | Madagascar                     | 1. important                                                 | 12                              | 3                               | 7                                      | 7                               | 6                         | 3                                    | 6                                    |
| Africa        | Burkina Faso                   | 1. important                                                 | 12                              | 1                               | 2                                      | 10                              | 4                         | 2                                    | 3                                    |
| Latin America | Costa Rica                     | 1. important                                                 | 12                              | 6                               | 6                                      | 6                               | 2                         | 2                                    | 1                                    |
| Africa        | Angola                         | 1. important                                                 | 11                              |                                 | 3                                      | 9                               | 5                         | 4                                    | 1                                    |
| Africa        | Gambia                         | 1. important                                                 | 11                              | 1                               | 8                                      | 6                               | 6                         | 4                                    | 4                                    |
| Africa        | Djibouti                       | 1. important                                                 | 11                              | 9                               | 2                                      | 5                               | 8                         | 6                                    | 3                                    |
| Africa        | Ivory Coast                    | 1. important                                                 | 10                              |                                 | 9                                      | 5                               | 6                         | 6                                    |                                      |
| Latin America | El Salvador                    | 1. important                                                 | 10                              | 2                               | 2                                      | 8                               | 3                         | 3                                    | 2                                    |
| Africa        | Congo (Democratic Republic of) | 1. important                                                 | 9                               |                                 | 2                                      | 8                               | 5                         | 5                                    |                                      |
| Africa        | Sierra Leone                   | 1. important                                                 | 9                               | 2                               | 10                                     | 3                               | 8                         | 6                                    | 3                                    |

| Area          | Country            | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|--------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Africa        | Cameroon           | 1. important                                                 | 9                               | 3                               | 4                                      | 5                               | 8                         | 5                                    | 6                                    |
| Latin America | Peru               | 1. important                                                 | 9                               | 4                               | 2                                      | 6                               | 6                         | 6                                    | 5                                    |
| Latin America | Guatemala          | 1. important                                                 | 9                               | 7                               | 3                                      | 4                               | 8                         | 1                                    | 15                                   |
| Asia          | Indonesia          | 1. important                                                 | 9                               | 11                              | 2                                      | 2                               | 12                        | 5                                    | 19                                   |
| Africa        | Comoros            | 1. important                                                 | 8                               | 5                               | 4                                      | 3                               | 2                         |                                      | 4                                    |
| Caribbean     | Dominican Republic | 1. important                                                 | 8                               | 2                               | 11                                     | 1                               | 5                         | 2                                    | 5                                    |
| Caribbean     | Haiti              | 1. important                                                 | 7                               |                                 | 2                                      | 6                               | 5                         | 5                                    |                                      |
| Africa        | Togo               | 1. important                                                 | 6                               |                                 | 2                                      | 5                               | 3                         | 3                                    |                                      |
| Africa        | Liberia            | 1. important                                                 | 5                               |                                 | 2                                      | 4                               | 5                         | 5                                    |                                      |
| Latin America | Ecuador            | 1. important                                                 | 5                               | 2                               | 1                                      | 3                               | 5                         | 6                                    | 3                                    |
| Latin America | Panama             | 1. important                                                 | 5                               | 3                               | -                                      | 3                               | 1                         | -                                    | 2                                    |
| Africa        | Somalia            | 1. important                                                 | 4                               | 2                               |                                        | 3                               | 1                         | 1                                    |                                      |
| Africa        | Namibia            | 1. important                                                 | 4                               | 3                               | 1                                      | 2                               | 17                        | 13                                   | 8                                    |
| Africa        | Tanzania           | 1. important                                                 | 4                               | 2                               | 2                                      | 2                               | 3                         |                                      | 5                                    |
| Africa        | Uganda             | 1. important                                                 | 4                               | 5                               | 3                                      |                                 | 4                         | 2                                    | 3                                    |
| Latin America | Venezuela          | 1. important                                                 | 4                               | -                               | -                                      | 4                               | 5                         | 8                                    | 2                                    |
| Asia          | Cambodia           | 1. important                                                 | 4                               | -                               | 4                                      | 2                               | 3                         | 1                                    | 4                                    |
| Latin America | Bolivia            | 1. important                                                 | 4                               | -                               | 1                                      | 3                               | 5                         | 5                                    | 5                                    |
| Asia          | Philippines        | 1. important                                                 | 4                               | 1                               | 4                                      | 1                               | 2                         | 4                                    | -                                    |

| Area          | Country         | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|-----------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Africa        | Zambia          | 2. quite important                                           | 3                               |                                 | 2                                      | 2                               | 9                         | 5                                    | 7                                    |
| Africa        | Senegal         | 2. quite important                                           | 3                               | 1                               | 5                                      |                                 | 9                         | 8                                    | 1                                    |
| Africa        | Swaziland       | 2. quite important                                           | 3                               | 1                               |                                        | 2                               | 3                         | 3                                    |                                      |
| Africa        | Guinea-Bissau   | 2. quite important                                           | 3                               | 3                               | 2                                      |                                 | 2                         | 1                                    | 2                                    |
| Pacific       | East-Timor      | 2. quite important                                           | 3                               | 1                               | 4                                      |                                 | 1                         | 1                                    |                                      |
| Asia          | Bhutan          | 2. quite important                                           | 3                               | 3                               | 1                                      | 1                               | 7                         | 6                                    | 8                                    |
| Latin America | Nicaragua       | 2. quite important                                           | 3                               | 3                               | 1                                      | 1                               | 2                         | 1                                    | 3                                    |
| Asia          | Afghanistan     | 2. quite important                                           | 3                               | -                               | 1                                      | 2                               | -                         | -                                    | -                                    |
| Asia          | India           | 2. quite important                                           | 3                               | 1                               | -                                      | 2                               | 2                         | 2                                    | 1                                    |
| Latin America | Honduras        | 2. quite important                                           | 3                               | 4                               | 1                                      | -                               | 5                         | 4                                    | 6                                    |
| ENP           | Egypt           | 2. quite important                                           | 3                               | 1                               | -                                      | 2                               | 2                         | 3                                    | -                                    |
| ENP           | Morocco         | 2. quite important                                           | 3                               | -                               | 1                                      | 2                               | 1                         | -                                    | 1                                    |
| Africa        | Gabon           | 2. quite important                                           | 2                               |                                 | 2                                      | 1                               | 1                         |                                      | 1                                    |
| Pacific       | Solomon Islands | 2. quite important                                           | 2                               | 1                               | 1                                      | 1                               | 1                         | 1                                    |                                      |
| Africa        | Burundi         | 2. quite important                                           | 2                               | 2                               | 2                                      |                                 | 1                         | 1                                    |                                      |

| Area          | Country                  | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|--------------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Africa        | Mozambique               | 2. quite important                                           | 2                               | 1                               | 3                                      |                                 | 14                        | 10                                   | 7                                    |
| Africa        | Nigeria                  | 2. quite important                                           | 2                               | 1                               | 3                                      |                                 | 1                         |                                      | 1                                    |
| Africa        | Congo (Republic of)      | 2. quite important                                           | 2                               | 1                               |                                        | 1                               | 6                         | 6                                    |                                      |
| Africa        | Central African Republic | 2. quite important                                           | 2                               | 1                               | 2                                      |                                 | 3                         | 1                                    | 3                                    |
| Africa        | South Africa             | 2. quite important                                           | 2                               | 3                               |                                        |                                 |                           |                                      |                                      |
| Gulf          | Yemen                    | 2. quite important                                           | 2                               | -                               | -                                      | 2                               | 1                         | 2                                    | -                                    |
| Asia          | Pakistan                 | 2. quite important                                           | 2                               | 2                               | -                                      | 1                               | 1                         | -                                    | 2                                    |
| Asia          | Bangladesh               | 2. quite important                                           | 2                               | -                               | 4                                      |                                 | 2                         | 1                                    | 2                                    |
| Asia          | Nepal                    | 3. not significantly important                               | 2                               | -                               | 1                                      | 1                               | -                         | -                                    | -                                    |
| Latin America | Uruguay                  | 3. not significantly important                               | 2                               | 1                               | -                                      | 1                               | 1                         | -                                    | 1                                    |
| Asia          | Laos                     | 3. not significantly important                               | 2                               | 2                               | 1                                      | -                               | 2                         | 1                                    | 2                                    |
| Latin America | Paraguay                 | 3. not significantly important                               | 2                               | 1                               | 2                                      | -                               | 1                         | -                                    | 2                                    |
| ENP           | Algeria                  | 3. not significantly important                               | 2                               | -                               | 1                                      | 1                               | 1                         | 1                                    | 1                                    |

| Area      | Country             | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|-----------|---------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Caribbean | Bahamas             | 3. not significantly important                               | 1                               |                                 |                                        | 1                               |                           |                                      |                                      |
| Caribbean | Saint Kitts & Nevis | 3. not significantly important                               | 1                               |                                 |                                        | 1                               |                           |                                      |                                      |
| Africa    | Ethiopia            | 3. not significantly important                               | 1                               | 2                               |                                        |                                 | 3                         | 2                                    | 1                                    |
| Africa    | Kenya               | 3. not significantly important                               | 1                               |                                 | 2                                      |                                 | 5                         | 5                                    |                                      |
| Africa    | São Tomé & Príncipe | 3. not significantly important                               | 1                               |                                 | 2                                      |                                 |                           |                                      |                                      |
| Caribbean | Jamaica             | 3. not significantly important                               | 1                               |                                 | 2                                      |                                 | 2                         | 1                                    | 1                                    |
| Caribbean | Trinidad & Tobago   | 3. not significantly important                               | 1                               |                                 | 2                                      |                                 | 2                         | 1                                    | 2                                    |
| Pacific   | Vanuatu             | 3. not significantly important                               | 1                               | 1                               | 1                                      |                                 | 1                         | 1                                    |                                      |
| Africa    | Mauritius           | 3. not significantly important                               | 1                               |                                 | 1                                      |                                 |                           |                                      |                                      |
| Africa    | Cape Verde          | 3. not significantly important                               | 1                               | 1                               |                                        |                                 | 10                        | 8                                    | 3                                    |

| Area          | Country    | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Africa        | Eritrea    | 3. not significantly important                               | 1                               | 1                               |                                        |                                 | 2                         | 1                                    | 2                                    |
| Caribbean     | Belize     | 3. not significantly important                               | 1                               | 1                               |                                        |                                 | 1                         |                                      | 1                                    |
| Caribbean     | Dominica   | 3. not significantly important                               | 1                               | 1                               |                                        |                                 |                           |                                      |                                      |
| Africa        | Guinea     | 3. not significantly important                               | 1                               | 1                               |                                        |                                 |                           |                                      |                                      |
| Asia          | Myanmar    | 3. not significantly important                               | 1                               | -                               | -                                      | 1                               | -                         | -                                    | -                                    |
| Latin America | Mexico     | 3. not significantly important                               | 1                               | -                               | -                                      | 1                               | 2                         | 1                                    | 2                                    |
| Asia          | Kyrgyzstan | 3. not significantly important                               | 1                               | -                               | 2                                      | -                               | 1                         | 1                                    | -                                    |
| Latin America | Argentina  | 3. not significantly important                               | 1                               | -                               | 2                                      | -                               | 2                         | 1                                    | 2                                    |
| Latin America | Chile      | 3. not significantly important                               | 1                               | 1                               | 1                                      | -                               | 1                         | 1                                    | 1                                    |
| ENP           | Lebanon    | 3. not significantly important                               | 1                               | -                               | -                                      | 1                               | 1                         | 1                                    | -                                    |



| Area          | Country    | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Asia          | Mongolia   | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | -                         | -                                    | -                                    |
| Asia          | Thailand   | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | 2                         | 1                                    | 2                                    |
| Asia          | Vietnam    | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | 2                         | 1                                    | 3                                    |
| Asia          | Kazakhstan | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | 1                         | 1                                    | -                                    |
| Asia          | Tajikistan | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | 1                         | 1                                    | -                                    |
| Latin America | Brazil     | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | -                         | -                                    | -                                    |
| ENP           | Georgia    | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | -                         | -                                    | -                                    |
| ENP           | Jordan     | 3. not significantly important                               | 1                               | -                               | 1                                      | -                               | 1                         | 1                                    | 1                                    |
| ENP           | Tunisia    | 3. not significantly important                               | 1                               | 1                               | -                                      | -                               | 1                         | 1                                    | -                                    |
| Asia          | China      | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |

| Area          | Country      | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------------|--------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Asia          | Malaysia     | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| Asia          | Maldives     | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| Asia          | Sri Lanka    | 3. not significantly important                               | -                               | -                               | -                                      | -                               | 1                         | 1                                    | -                                    |
| Latin America | Colombia     | 3. not significantly important                               | -                               | -                               | -                                      | -                               | 2                         | 2                                    | 1                                    |
| Asia          | Turkmenistan | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| Asia          | Uzbekistan   | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| Gulf          | Iran         | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| Gulf          | Iraq         | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| ENP           | Armenia      | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| ENP           | Azerbaijan   | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |

| Area   | Country                        | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|--------|--------------------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| ENP    | Belarus                        | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| ENP    | Israel                         | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| ENP    | Moldova                        | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| ENP    | Russia                         | 3. not significantly important                               | -                               | -                               | -                                      | -                               | 1                         | -                                    | 1                                    |
| ENP    | Ukraine                        | 3. not significantly important                               | -                               | -                               | -                                      | -                               | 1                         | -                                    | 1                                    |
| ENP    | Libya                          | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| ENP    | Occupied Palestinian Territory | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |
| Africa | Botswana                       | 3. not significantly important                               | -                               | -                               | -                                      | -                               | 2                         | 2                                    | -                                    |
| Africa | Malawi                         | 3. not significantly important                               | -                               | -                               | -                                      | -                               | 3                         | 1                                    | 3                                    |
| Africa | Seychelles                     | 3. not significantly important                               | -                               | -                               | -                                      | -                               | -                         | -                                    | -                                    |

| Area      | Country                          | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|-----------|----------------------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Caribbean | Antigua & Barbuda                | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Caribbean | Barbados                         | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Caribbean | Grenada                          | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Caribbean | Guyana                           | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Caribbean | Saint Lucia                      | 3. not significantly important                               |                                 |                                 |                                        |                                 | 1                         |                                      | 1                                    |
| Caribbean | Saint-Vincent and the Grenadines | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Caribbean | Suriname                         | 3. not significantly important                               |                                 |                                 |                                        |                                 | 8                         | 7                                    | 1                                    |
| Pacific   | Cook Islands                     | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific   | Kiribati                         | 3. not significantly important                               |                                 |                                 |                                        |                                 | 1                         | 1                                    |                                      |
| Pacific   | Marshall Islands                 | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |

| Area    | Country           | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------|-------------------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Pacific | Micronesia        | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific | Nauru             | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific | Niue              | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific | Palau             | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific | Papua New Guinea  | 3. not significantly important                               |                                 |                                 |                                        |                                 | 3                         | 2                                    | 1                                    |
| Pacific | Samoa             | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific | Tonga             | 3. not significantly important                               |                                 |                                 |                                        |                                 | 1                         |                                      | 2                                    |
| Pacific | Tuvalu            | 3. not significantly important                               |                                 |                                 |                                        |                                 | 1                         |                                      | 2                                    |
| Africa  | Equatorial Guinea | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Africa  | Sudan             | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |

| Area    | Country  | Explicit reference to decentralisation – Level of importance | Past cooperation + new strategy | EC response strategy (in CSP 1) | Past Cooperation strategies (in CSP 2) | EC response strategy (in CSP 2) | Context / Gvnt priorities | Context / Gvnt priorities (in CSP 1) | Context / Gvnt priorities (in CSP 2) |
|---------|----------|--------------------------------------------------------------|---------------------------------|---------------------------------|----------------------------------------|---------------------------------|---------------------------|--------------------------------------|--------------------------------------|
| Africa  | Zimbabwe | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |
| Pacific | Fiji     | 3. not significantly important                               |                                 |                                 |                                        |                                 |                           |                                      |                                      |

### Annex 3: List of potentially relevant GBS

The table below indicates for each country where the EC has financed a GBS:

- the total amount of GBS committed over the past decade,
- the total amount of EC financial contribution supporting decentralisation (as identified in the inventory),
- the results of the analysis of the references to “decentralisation” in the CSP which gives an indication of the countries where the EC clearly support decentralisation.

This table shows that:

- In Africa, the EC explicitly mentions a support to decentralisation in its cooperation strategy in 25 countries out of 32 the countries where it has provided GBS during the evaluation period,
- In Latin America, the EC has a strategy to support decentralisation in 2 out of the 3 countries that have received GBS during the evaluation period,
- In Asia, the EC has a strategy to support decentralisation only in 1 out of the 3 countries receiving GBS.

Table 8: List of countries with GBS

| Nr | Area      | Country                        | GBS - Total commitments (EUR) | Total support to decentralisation – Commitments (EUR) | Importance of EC support to decentralisation in the country according to CSP |
|----|-----------|--------------------------------|-------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------|
| 1  | Africa    | Mozambique                     | 729.325.000                   | 965.240                                               | 2. quite important                                                           |
| 2  | Africa    | Burkina Faso                   | 634.516.269                   | 1.304.536                                             | 1. important                                                                 |
| 3  | Africa    | Tanzania                       | 548.462.574                   | 23.445.279                                            | 1. important                                                                 |
| 4  | Africa    | Zambia                         | 503.797.500                   | 497.738                                               | 2. quite important                                                           |
| 5  | Africa    | Ghana                          | 355.615.000                   | 2.734.973                                             | 1. important                                                                 |
| 6  | Africa    | Mali                           | 324.425.000                   | 118.908.593                                           | 1. important                                                                 |
| 7  | Africa    | Madagascar                     | 220.685.000                   | 65.375.793                                            | 1. important                                                                 |
| 8  | Africa    | Niger                          | 207.052.000                   | 8.386.035                                             | 1. important                                                                 |
| 9  | Africa    | Uganda                         | 202.624.545                   | 11.637.011                                            | 1. important                                                                 |
| 10 | Africa    | Rwanda                         | 198.094.063                   | 35.204.064                                            | 1. important                                                                 |
| 11 | ENP       | Occupied Palestinian Territory | 178.000.000                   | 69.595                                                | 3. not significantly important                                               |
| 12 | Africa    | Benin                          | 167.771.360                   | 22.490.592                                            | 1. important                                                                 |
| 13 | Caribbean | Jamaica                        | 146.044.335                   | 4.901                                                 | 3. not significantly important                                               |

| Nr | Area                 | Country                   | GBS - Total commitments (EUR) | Total support to decentralisation – Commitments (EUR) | Importance of EC support to decentralisation in the country according to CSP |
|----|----------------------|---------------------------|-------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------|
| 14 | ENP                  | Tunisia                   | 144.656.000                   | -                                                     | 3. not significantly important                                               |
| 15 | <b>Africa</b>        | <b>Senegal</b>            | <b>144.300.000</b>            | <b>45.267.207</b>                                     | <b>2. quite important</b>                                                    |
| 16 | <b>Africa</b>        | <b>Burundi</b>            | <b>143.823.333</b>            | <b>312.550</b>                                        | <b>2. quite important</b>                                                    |
| 17 | Africa               | Malawi                    | 138.590.000                   | -                                                     | 3. not significantly important                                               |
| 18 | Africa               | Kenya                     | 137.000.000                   | 15.851.392                                            | 3. not significantly important                                               |
| 19 | <b>Africa</b>        | <b>Sierra Leone</b>       | <b>132.750.000</b>            | <b>9.143.169</b>                                      | <b>1. important</b>                                                          |
| 20 | Africa               | Ethiopia                  | 118.026.286                   | 277.199                                               | 3. not significantly important                                               |
| 21 | ENP                  | Jordan                    | 94.600.000                    | 29.628.398                                            | 3. not significantly important                                               |
| 22 | <b>Latin America</b> | <b>Nicaragua</b>          | <b>68.000.000</b>             | <b>1.180.199</b>                                      | <b>2. quite important</b>                                                    |
| 23 | Asia                 | Vietnam                   | 62.800.000                    | 99.133                                                | 3. not significantly important                                               |
| 24 | <b>Africa</b>        | <b>Chad</b>               | <b>53.973.429</b>             | <b>10.470.284</b>                                     | <b>1. important</b>                                                          |
| 25 | <b>Caribbean</b>     | <b>Haiti</b>              | <b>47.000.000</b>             | <b>2.021.987</b>                                      | <b>1. important</b>                                                          |
| 26 | Africa               | Central African Republic  | 44.651.698                    | 479.205                                               | 3. not significantly important                                               |
| 27 | Africa               | Cape Verde                | 43.370.722                    | 360.150                                               | 3. not significantly important                                               |
| 28 | <b>Africa</b>        | <b>Guinea-Bissau</b>      | <b>39.100.000</b>             | -                                                     | <b>2. quite important</b>                                                    |
| 29 | Caribbean            | Guyana                    | 36.129.650                    | -                                                     | 3. not significantly important                                               |
| 30 | <b>Latin America</b> | <b>El Salvador</b>        | <b>35.000.000</b>             | <b>64.042</b>                                         | <b>1. important</b>                                                          |
| 31 | <b>Caribbean</b>     | <b>Dominican Republic</b> | <b>33.300.000</b>             | <b>23.684.708</b>                                     | <b>1. important</b>                                                          |
| 32 | Latin America        | Paraguay                  | 23.000.000                    | 107.296                                               | 3. not significantly important                                               |
| 33 | <b>Asia</b>          | <b>Cambodia</b>           | <b>22.200.000</b>             | <b>12.210.702</b>                                     | <b>1. important</b>                                                          |
| 34 | <b>Africa</b>        | <b>Cameroon</b>           | <b>18.010.000</b>             | <b>20.502.817</b>                                     | <b>1. important</b>                                                          |
| 35 | <b>Africa</b>        | <b>Mauritania</b>         | <b>15.356.250</b>             | <b>13.834.740</b>                                     | <b>1. important</b>                                                          |
| 36 | <b>Africa</b>        | <b>Togo</b>               | <b>15.000.000</b>             | <b>230.000</b>                                        | <b>1. important</b>                                                          |
| 37 | <b>Africa</b>        | <b>Lesotho</b>            | <b>14.500.000</b>             | <b>5.162.100</b>                                      | <b>1. important</b>                                                          |
| 38 | Caribbean            | Dominica                  | 11.154.000                    | -                                                     | 3. not significantly important                                               |
| 39 | Caribbean            | Turks and Caicos          | 10.515.000                    | -                                                     | 3. not significantly                                                         |



| Nr | Area          | Country             | GBS - Total commitments (EUR) | Total support to decentralisation – Commitments (EUR) | Importance of EC support to decentralisation in the country according to CSP |
|----|---------------|---------------------|-------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------|
|    |               | Islands             |                               |                                                       | important                                                                    |
| 40 | Pacific       | Papua New Guinea    | 9.800.000                     | 4.341.980                                             | 3. not significantly important                                               |
| 41 | Caribbean     | Grenada             | 9.300.000                     | -                                                     | 3. not significantly important                                               |
| 42 | Africa        | Mauritius           | 8.742.531                     | -                                                     | 3. not significantly important                                               |
| 43 | <b>Africa</b> | <b>Gambia</b>       | <b>8.700.000</b>              | <b>12.113.421</b>                                     | <b>1. important</b>                                                          |
| 44 | <b>Africa</b> | <b>Djibouti</b>     | <b>7.708.355</b>              | <b>600.000</b>                                        | <b>1. important</b>                                                          |
| 45 | <b>Africa</b> | <b>Comoros</b>      | <b>7.270.000</b>              | <b>7.706.325</b>                                      | <b>1. important</b>                                                          |
| 46 | Pacific       | Vanuatu             | 5.225.000                     | -                                                     | 3. not significantly important                                               |
| 47 | <b>Africa</b> | <b>Ivory Coast</b>  | <b>5.000.000</b>              | <b>8.641.875</b>                                      | <b>1. important</b>                                                          |
| 48 | <b>Africa</b> | <b>Gabon</b>        | <b>3.451.800</b>              | -                                                     | <b>2. quite important</b>                                                    |
| 49 | Asia          | Laos                | 3.293.537                     | 518.214                                               | 3. not significantly important                                               |
| 50 | Africa        | São Tomé & Príncipe | 2.352.500                     | -                                                     | 3. not significantly important                                               |

Source: CRIS and Particip analysis (2010)

## **Annex 4: Results of the survey to the EU Delegations**

---

## Table of contents

---

|          |                                                                            |           |
|----------|----------------------------------------------------------------------------|-----------|
| <b>1</b> | <b>Introduction .....</b>                                                  | <b>81</b> |
| <b>2</b> | <b>Main findings .....</b>                                                 | <b>82</b> |
| 2.1      | Importance of Decentralisation in EC Strategy and Internal Resources ..... | 82        |
| 2.2      | EC Environment.....                                                        | 85        |
| 2.3      | Entry Point .....                                                          | 90        |
| 2.4      | Impact – Effects of EC Support .....                                       | 93        |
| 2.5      | Monitoring and Institutional Memory .....                                  | 97        |
| 2.6      | Aid Modalities and Channels .....                                          | 100       |
| 2.7      | Coordination and Complementarity .....                                     | 109       |

### List of Tables

|          |                                                                                 |     |
|----------|---------------------------------------------------------------------------------|-----|
| Table 1  | Overview of EU Delegations covered .....                                        | 81  |
| Table 2  | Internal resources for decentralisation at Delegations.....                     | 83  |
| Table 3  | Time dedicated to decentralisation issues .....                                 | 83  |
| Table 4  | Perceived quality of communication and coordination in the Delegations .....    | 84  |
| Table 5  | Change in the quality of communication and coordination from 2000 to 2009 ..... | 85  |
| Table 6  | Perceived constraints of the EC policy framework .....                          | 86  |
| Table 7  | Training opportunities related to decentralisation at the Delegations .....     | 88  |
| Table 8  | Systems for building up of the institutional memory .....                       | 98  |
| Table 9  | GBS in the country .....                                                        | 107 |
| Table 10 | GBS support to decentralisation .....                                           | 107 |
| Table 11 | EC's coordination efforts.....                                                  | 113 |

### List of Figures

|           |                                                                                                                                  |    |
|-----------|----------------------------------------------------------------------------------------------------------------------------------|----|
| Figure 1  | Importance given to support to decentralisation in the EC cooperation strategy – direct support .....                            | 82 |
| Figure 2  | Importance given to support to decentralisation in the EC cooperation strategy – mainstream support .....                        | 82 |
| Figure 3  | Clarity of the EC policy framework, as perceived by the EUDs .....                                                               | 85 |
| Figure 4  | Perceived usefulness of the 'Supporting Decentralisation and Local Governance in Third Countries' 2007 document .....            | 87 |
| Figure 5  | Perceived usefulness of the 'Programming Fiche on decentralisation' 2009 .....                                                   | 87 |
| Figure 6  | Perceived usefulness of training on decentralisation .....                                                                       | 88 |
| Figure 7  | What was the main type of approach adopted by the EC to support decentralisation in your country? .....                          | 90 |
| Figure 8  | Extent to what EC allows for space for risk-taking and innovative actions in the field of decentralisation in your country ..... | 91 |
| Figure 9  | Impact of support, as perceived by the EUDs .....                                                                                | 93 |
| Figure 10 | Impact of support to decentralisation on capacity strengthening, as perceived by the EUDs .....                                  | 94 |
| Figure 11 | Impact of support to decentralisation on improving local governance, as perceived by the EUDs .....                              | 95 |

|           |                                                                                                                                                                                                       |     |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Figure 12 | Impact of support to decentralisation on the delivery of basic services at local level, as perceived by the EUDs.....                                                                                 | 95  |
| Figure 13 | Resources for monitoring of support to decentralisation, as perceived by the EUDs.....                                                                                                                | 97  |
| Figure 14 | Overall assessment of channel suitability for decentralisation support, as perceived by the EUDs.....                                                                                                 | 100 |
| Figure 15 | Local governance especially regarding participation, accountability and transparency, as perceived by the EUDs.....                                                                                   | 101 |
| Figure 16 | The national policy and legislative framework related to decentralisation, as perceived by the EUDs.....                                                                                              | 101 |
| Figure 17 | The capacities of the non state actors involved in the decentralisation process, as perceived by the EUDs.....                                                                                        | 102 |
| Figure 18 | The capacities of key central government bodies involved in the decentralisation process, as perceived by the EUDs.....                                                                               | 102 |
| Figure 19 | The capacities of the local governments for decentralised administrative, fiscal and political responsibilities/powers?.....                                                                          | 103 |
| Figure 20 | Local governance, especially regarding participation, accountability and transparency.....                                                                                                            | 104 |
| Figure 21 | The national policy and legislative framework related to decentralisation.....                                                                                                                        | 104 |
| Figure 22 | The capacities of the local governments for decentralised administrative, fiscal and political responsibilities / powers.....                                                                         | 105 |
| Figure 23 | The capacities of the non state actors (e.g., Local government associations, etc.) involved in the decentralisation process.....                                                                      | 105 |
| Figure 24 | The capacities of the key central government bodies involved in decentralisation policy formulation and implementation.....                                                                           | 106 |
| Figure 28 | Change in the quality of dialogue and coordination on decentralisation between the two strategic cycles – ‘high’ or ‘quite high’ responses.....                                                       | 109 |
| Figure 30 | Change in perceived importance of other donors’ support and the complementarity between EC support and other donors’ support between the two strategic cycles – ‘high’ or ‘quite high’ responses..... | 110 |
| Figure 32 | Delegation staff activity at donors meetings and policy forums at regional and international level.....                                                                                               | 115 |

## 1 INTRODUCTION

The Questionnaire to the EU Delegations is a tool helping to highlight some trends related to EC support to decentralisation processes in partner countries.

The following table summarizes the EU Delegations covered:

*Table 1 Overview of EU Delegations covered*

| Country                        | Region        | Answer    |
|--------------------------------|---------------|-----------|
| Benin                          | Africa        | Completed |
| <b>Cambodia</b>                | Asia          | Completed |
| <b>Colombia</b>                | Latin America | Completed |
| Congo (Democratic Republic of) | Africa        | Completed |
| <b>Guatemala</b>               | Latin America | Partial   |
| <b>Haiti</b>                   | Caribbean     | Completed |
| <b>Honduras</b>                | Latin America | Completed |
| <b>Jordan</b>                  | ENP           | Completed |
| Kenya                          | Africa        | Completed |
| <b>Lebanon</b>                 | ENP           | Completed |
| Madagascar                     | Africa        | Completed |
| Mali                           | Africa        | Completed |
| <b>Nicaragua</b>               | Latin America | Completed |
| <b>Papua New Guinea</b>        | Pacific       | Completed |
| <b>Peru</b>                    | Latin America | Completed |
| <b>Philippines</b>             | Asia          | Completed |
| Rwanda                         | Africa        | Completed |
| Senegal                        | Africa        | Completed |
| Sierra Leone                   | Africa        | No answer |
| South Africa                   | Africa        | Completed |
| Tanzania                       | Africa        | Completed |
| Uganda                         | Africa        | Completed |

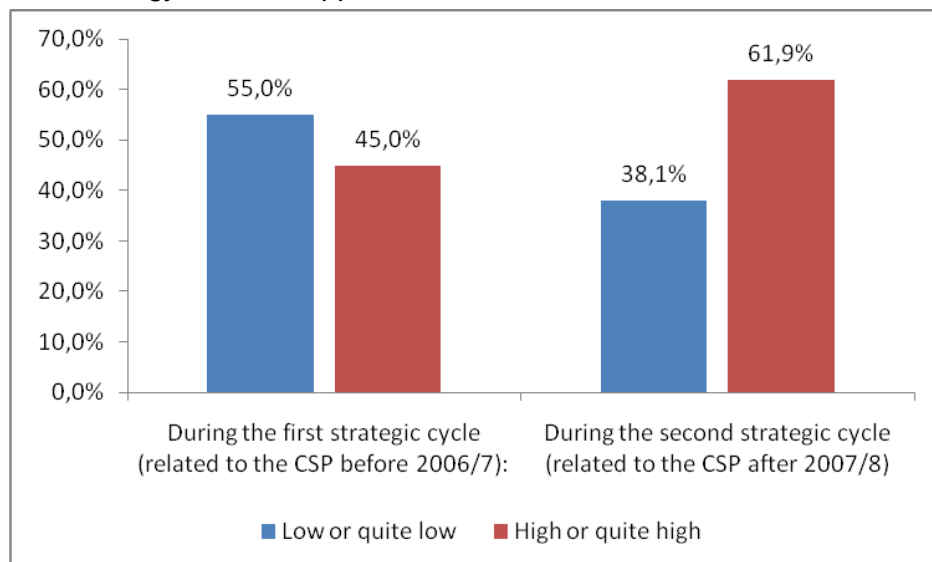
## 2 MAIN FINDINGS

### 2.1 Importance of Decentralisation in EC Strategy and Internal Resources

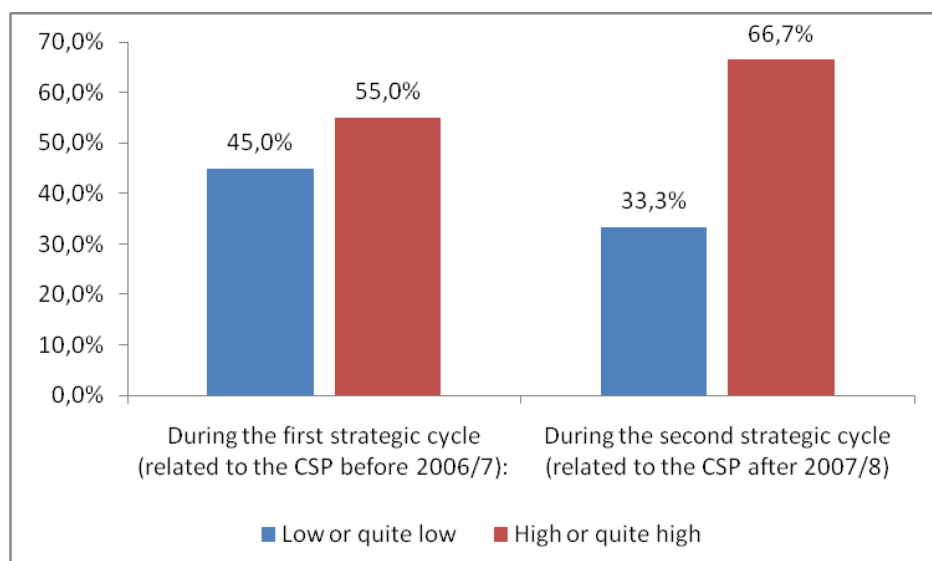
#### 2.1.1.1 How would you rate the importance given to support to decentralisation in the EC cooperation strategy (direct and mainstream support) relative to other areas of support?

There has been a clear shift towards support to decentralisation processes in the EC cooperation strategy between the first and the second strategic cycle, both in direct and mainstream support. The importance of direct support to decentralisation was considered high or quite high by 45 % of the Delegations for the first cycle, while for the second cycle this number was already almost 62 %. For mainstream support the change between the cycles was almost as dramatic, with an increase from 55 % to almost 67 %.

*Figure 1 Importance given to support to decentralisation in the EC cooperation strategy – direct support*



*Figure 2 Importance given to support to decentralisation in the EC cooperation strategy – mainstream support*



## 2.1.2 Internal resources

The shift in the importance given to the support to decentralisation processes is also visible in internal resources in the Delegations specifically responsible for this sector. While in the first strategic cycle there were 11 Delegations with staff specifically responsible, in the second strategic cycle it was already 18. The increase in decentralisation related work is also reflected in the increase of the share of time dedicated to it.

### 2.1.2.1 Within your Delegation, has there been at least one person specifically responsible for issues related to support for decentralisation?

Table 2 Internal resources for decentralisation at Delegations

| Period                  | Yes |        | No |        |
|-------------------------|-----|--------|----|--------|
| In the period 2000-2006 | 11  | 55 %   | 9  | 45 %   |
| In the period 2007-2009 | 18  | 85,7 % | 3  | 14,3 % |

### 2.1.2.2 For the persons dealing with this topic within the Delegation how much time was spent specifically on decentralisation issues?

Table 3 Time dedicated to decentralisation issues

| Time on decentralisation | 2000-2006 | 2007-2009 |
|--------------------------|-----------|-----------|
| 0-24 %                   | 3         | 6         |
| 25-49 %                  | 4         | 3         |
| 50-74 %                  | 1         | 6         |
| 75-100 %                 | 3         | 2         |

#### **Please describe the responsibilities associated to this position.**

##### Selection of quotations:

*Lebanon: The manager is in charge of one on-going project of local governance and of the formulation of a new programme on municipal finance reform.*

*Philippines: There is one programme officer responsible for decentralisation, managing a project based on small grants to local governments and the NSA/ LA thematic programme since 2009 there is a programme officer specifically responsible for PFM with a strategic focus on local government PFM (new project under AAP 2011) the focal sector is support to the Health Sector where primary health is responsibility of local governments so the two health sector programme officers devote considerable time to issues of decentralisation/local governance*

*Cambodia: 2000-2006 very limited human resources were available. 2006-2009 a governance Team leader and two local staff have covered all nine area under governance in the CSP and two thematic budget lines. Therefore insufficient attention has been available to cover complex decentralisation issues.*

*Honduras: 50% - Mainly the follow up of the PROADES program, including policy follow up, participation to the working groups on Decentralisation, and follow up of other activities linked to municipality support.*

***If there was no person specifically responsible for issues related to support for decentralisation in the period 2000-2006, please describe how the Delegation has been dealing with issues related to decentralisation in this period***

##### Selection of quotations:

*Colombia: There is specific project but various ones dealing indirectly with decentralisation, each task manager deals with it.*

*South Africa: The Delegation has not directly dealt with issues related to decentralisation in South Africa. The process of decentralisation in South Africa was undertaken by the government independent of EU support, hence, the lack of a focus person at the EU Delegation. The process commenced in 1996 with the adoption of the new Constitution of SA, which created the three spheres of government constituted as national, provincial and local spheres which are distinctive, interdependent and interrelated. Since the creation of the three spheres of government, the Delegation has been involved in supporting (strengthening) decentralised structures through its various programmes targeted at Provincial and local government structures.*

### 2.1.3 Communication between sectoral experts and experts on decentralisation

The perceived quality of internal communication between the sectoral experts and experts on decentralisation within the Delegations varies, with slight prevalence of the high and quite high side (52,4 %). There have been improvements in this area; the quality of internal communication has improved between 2000 and 2009 in 45 % of Delegations surveyed, while it has worsened in 5 % of cases only.

However, a number of Delegations pointed out specific problems related to internal communication with respect to decentralisation. In cases where there are problems perceived in this area, Delegations usually ascribe it to heavy workload that prevents decentralisation issues to be discussed horizontally among sections.

#### 2.1.3.1 How would you characterise the level of communication and coordination between staff directly dealing with decentralisation and sectoral staff (dealing with social sectors, transport, agriculture, natural resource management, etc.) in your Delegation?

Table 4 Perceived quality of communication and coordination in the Delegations

| Level of communication and coordination | Number of answers | %      |
|-----------------------------------------|-------------------|--------|
| High                                    | 5                 | 23,8 % |
| Quite high                              | 6                 | 28,6 % |
| Quite low                               | 5                 | 23,8 % |
| Low                                     | 4                 | 19,0 % |
| N/A                                     | 1                 | 4,8 %  |

#### Qualitative elements

##### Selection of quotations:

*Benin: Good level of coordination, there is a similar level of coordination at the clusters' level (technical groups composed by Governments and partners).*

*Guatemala: Coordination with other staff is quite good, as the Delegation is fairly small and there is a good cooperation among colleagues*

*Nicaragua: Excellent team spirit*

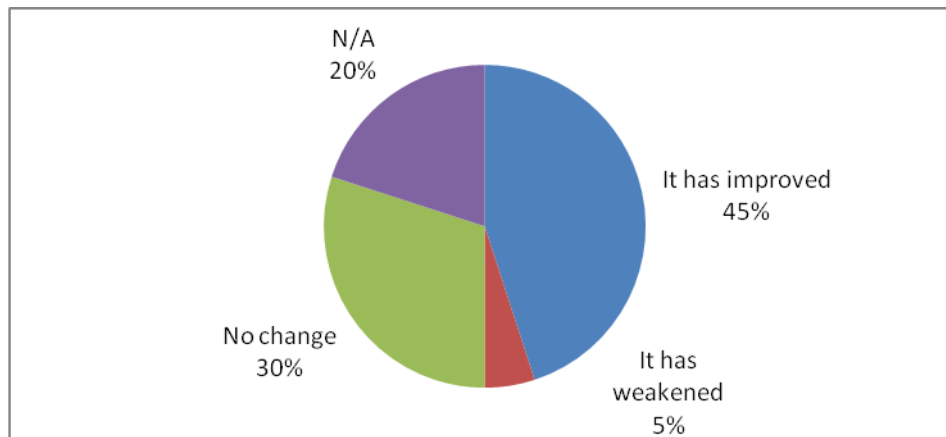
*Uganda: There is little discussion on these issues between sections*

*Cambodia: Time constraints and human resource shortages severely impede communication and coordination which would otherwise be very good.*



### 2.1.3.2 Has the quality of exchange between staff directly dealing with decentralisation and sectoral staff changed over time (between 2000 and 2009)?

Table 5 Change in the quality of communication and coordination from 2000 to 2009



#### Qualitative elements

##### Selection of quotations:

*Colombia: Thanks to the recent set up of the local development and peace group, it has improved.*

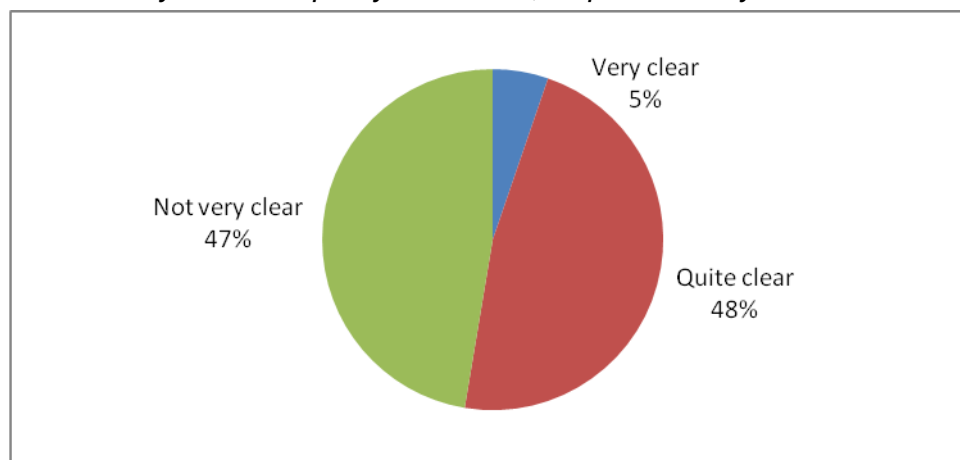
*Philippines: Deliberate effort in the delegation as our perception of the significance of local government of all service delivery, especially in our focal sector (health) has deepened.*

## 2.2 EC Environment

### 2.2.1.1 In your view, how clear is the EC policy framework in providing guidance for EC to support decentralisation in the partner country where you work?

Almost half of the respondents perceive the EC policy framework on decentralisation as not very clear (47%). Although the Delegations are aware of general guidelines, they would appreciate more specific and detailed explanations for specific cases (e.g. when decentralisation ceases to be a government priority, guidance for different modalities of implementation, or guidance tailored to specific country contexts).

Figure 3 Clarity of the EC policy framework, as perceived by the EUDs



Survey to the EU Delegations, Particip analysis

#### Qualitative elements

##### Selection of quotations:

*Guatemala: The EC has a clear policy framework, complemented by guidelines that are*

*useful for our daily work in the Delegation*

*Jordan: As far as I know, there is neither an EC Communication on Decentralisation in Development Assistance, nor a Staff Working Paper that could be referred to as an "EC policy framework"*

*Nicaragua: Lack of specific guidance when decentralisation is no more priority for recipient country*

*Haiti: EC support to decentralisation concepts seems quite general (there're so many different kinds of decentralisation), hence sometimes not easy to apprehend in certain countries contexts.*

*Papua New Guinea: it lacks operational aspects - remains too theoretical and long*

*Philippines: The EC documentation, such as the programming guide/fiche on decentralisation tends to assume that support for decentralisation is desirable per se. It is much more useful to analyse the reality of decentralisation, both in terms of the fiscal and resource problems (and associated problems of service delivery) and in terms of problematical related to political economy. It would also be useful to make reference to strong models regarding local government duty bearers, rights holders and the role of central government, such as, to go back a bit, in the 2004 WDR.*

*Honduras: As it's budget support, the EC is supporting the national policy.*

*Rwanda: The guide provides general information. The specific questions related to decentralisation in the country need to be addressed case by case in each country.*

### **2.2.1.2 In your opinion, did some elements of the policy framework on decentralisation limit the EC support related to this topic?**

*Table 6 Perceived constraints of the EC policy framework*

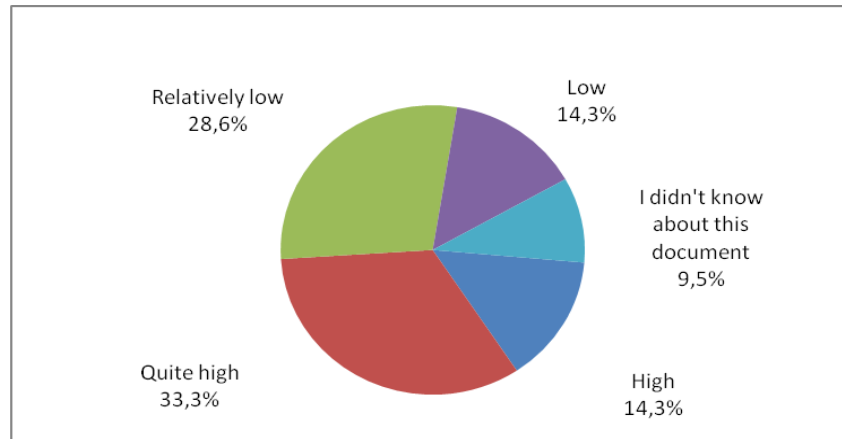
| Answer     |    |      |
|------------|----|------|
| <b>Yes</b> | 3  | 15 % |
| <b>No</b>  | 17 | 85 % |

### **2.2.1.3 How would you assess the usefulness of the 2007 Reference Document on "Supporting Decentralisation and Local Governance in Third Countries" for your work?**

The usefulness of the 2007 EC published "Supporting Decentralisation and Local Governance in Third Countries" is, for those countries which support decentralisation extensively (*here a measure of correlation between figure 1 and figure 4 would be useful to test hypothesis*), high. About half the respondents do however regard the document to be rather of little use, or did not even know about it (52,4 %).

Again, some of the Delegations mention this document general usefulness, however with less context-specific coverage or more coverage of operational issues. It was also noted that this document focuses on implementation of the support to decentralisation, while the phases of identification and formulation, which need a politically sensitive approach. Some Delegations would welcome more synthetic and updated information on the issue, such as success stories or exchange of best practices.

Figure 4 Perceived usefulness of the 'Supporting Decentralisation and Local Governance in Third Countries' 2007 document



Survey to the EU Delegations, Particip analysis

### Qualitative elements

#### Selection of quotations:

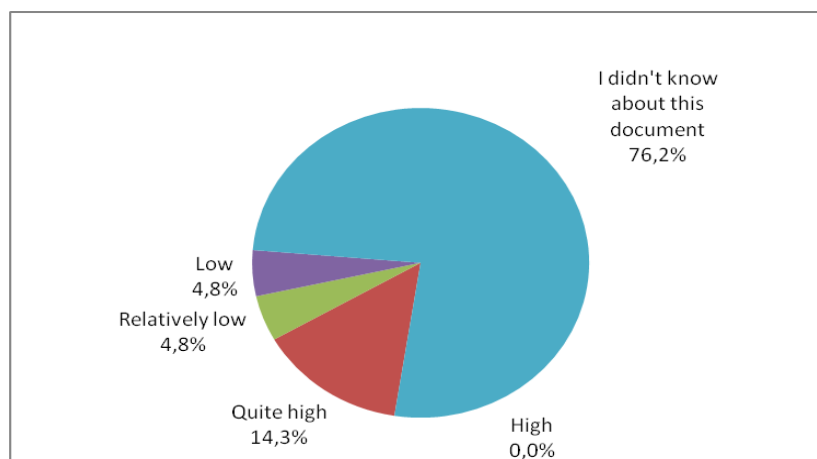
*Guatemala: It is an extremely useful document, providing a good conceptual background and many practical suggestions on dealing with the several aspects of decentralisation processes*

*Jordan: I think it is a good reference document for EC staff with no experience in the issue. Yet, it lacks operational tools useful for a Task Manager in an EU Delegation. For instance, ToR (including expertise required, guidance on the process...) to conduct a diagnostic review.*

#### 2.2.1.4 How would you assess the usefulness of the 2009 "Programming Fiche on decentralisation" ( Programming Guide for Strategy Papers ) for your work?

The "Programming fiche on decentralisation", published in 2009, appears to require increased efforts in visibility and dissemination – in particular as more than 60% of those that are aware of it value it highly.

Figure 5 Perceived usefulness of the 'Programming Fiche on decentralisation' 2009



Survey to the EU Delegations, Particip analysis

#### 2.2.1.5 Which other EC documents did provide you with guidance on decentralisation? Please describe.

#### Selection of quotations:

*Benin: Documents related to budget support.*

*Guatemala: The 2008 EC communication.*

*Madagascar: Numerous documents on decentralisation has been issued through the 9th EDF programme (website: <http://www.acords.org>)*

*Tanzania: no other documents, since the programme was already established when the EC started the support.*

### 2.2.1.6 Has there been any training opportunity relating to decentralisation issues made available to you or your Delegation in 2008 or 2009?

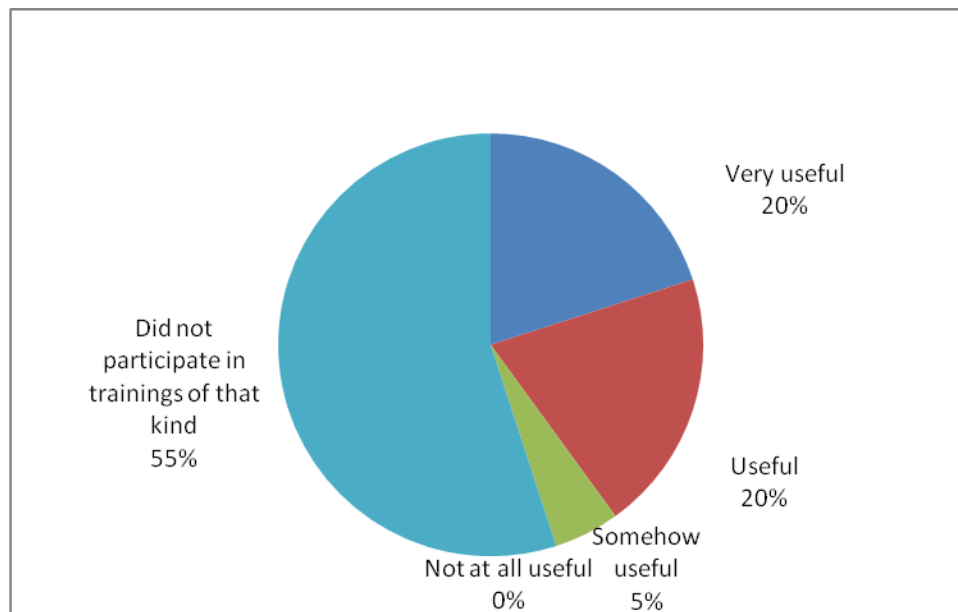
Training in decentralisation has been well appreciated by an overwhelming majority of staff that participated in such trainings. However, only 30 % of respondents actually attended training events related to decentralisation issues. To another 20 % of respondents such training has been available, but they did not use it opportunity to attend, citing heavy workload, attention to other priorities, or insufficient training budget as a reason. For those who attended, exchange of experiences and best practice on the topic of decentralisation seem to be of special value in these trainings.

*Table 7 Training opportunities related to decentralisation at the Delegations*

| Answer                        |   |      |
|-------------------------------|---|------|
| Was available but wasn't used | 4 | 20 % |
| Was available and used        | 6 | 30 % |
| Was not available             | 8 | 40 % |
| Do not know                   | 2 | 10 % |

### 2.2.1.7 If you attended specific trainings or seminars organised by the EC on decentralisation, how useful were they?

*Figure 6 Perceived usefulness of training on decentralisation*



*Survey to the EU Delegations, Particip analysis*

**Qualitative elements**Selection of quotations:

*Benin: Opportunity to share experiences, meet other African actors of decentralisation, specialist in local fiscal management.*

*Lebanon: useful to share experiences, although many countries use budget support and we felt that this could not directly inspire our own projects.*

*Mali: Ces ateliers sont très utiles pour se confronter aux expériences de décentralisation des autres délégations, pour avoir des échanges avec le siège et pour animer des réflexions.*

*Papua New Guinea: workload at Delegation, and priority given to other areas*

*Cambodia: high level international expertise was available during the training*

**2.2.1.8 If you have any other remarks related to the Delegation's institutional capacity to deal with decentralisation related issues, please enter below.**

Even though the general trend in Delegation seem to be in favour and growing importance of the support to decentralisation, there are a few cases, where the opposite is true (Guatemala, Nicaragua). Other Delegations mention shortage of human resources for decentralisation, and call for more training opportunities on the topic. Some Delegations question the ECs comparative advantage to provide support in this area.

**Qualitative elements**Selection of quotations:

*Guatemala: With the closure of the bilateral programme on support to decentralisation, the importance of the issue within the Delegation diminished over time. This is also affected by the fact that no funding for local authorities is foreseen under our CBSS of the NSA programme (this will change, however, under the next NSA LA strategy 2011-2013*

*Kenya: Trainings on Decentralisation should become frequent and yearly programmed by DEVCO. It's useful to share experiences with other delegations. The capacity constraints are in the form of workload and need to split the time of the person in charge of decentralisation between this topic and other topics.*

*Rwanda: Taken into account the Division of Labour in Rwanda, decentralisation as a general political process is not one of the focal sectors for EU. The delegation monitors the process of decentralisation, but it is not directly involved in the large political aspect of decentralisation, but more on their impact on other focal sectors (agriculture, transport, governance).*

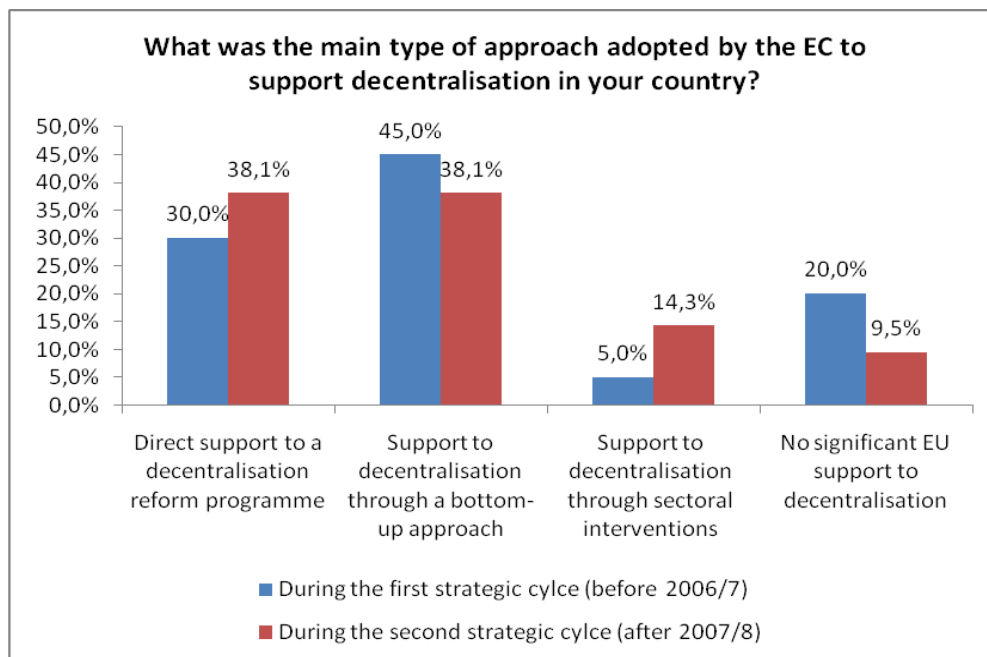
*Cambodia: Decentralisation is too technical and complex to be engaged in through only a programme officer. In Cambodia an EU division of Labour has been key to ensure proper understanding of the reform. This has allowed EU MS and development agencies to pool limited resources and jointly analyse progress.*

## 2.3 Entry Point

### 2.3.1.1 What was the main type of approach adopted by the EC to support decentralisation in your country?

The EC support to decentralisation has grown to more than 90% of the surveyed countries (20% of which did not render any support to this extend before 2007), and as is to be expected sector programmes have seen the largest growth in the past years. Large reform programmes and bottom-up approaches however remain the stalwart of decentralisation support at present in EC cooperation.

Figure 7 What was the main type of approach adopted by the EC to support decentralisation in your country?



Survey to the EU Delegations, Particip analysis

#### Qualitative elements

##### Selection of quotations:

*Benin:* The shift between 8th EDF and 9th EDF is caused by the adoption of a national policy which made it possible to use a sector budget support.

*DRC:* There was no decentralisation in DRC before 2006. Now we are starting up a programme.

*Mali:* Les programmes de soutien aux politiques sectorielles de décentralisation et réforme de l'Etat constituent des programmes à part entière et utilisent les modalités de l'appui budgétaire sectoriel et les appuis institutionnels y afférents.

*Kenya:* The 2006/07 cycle include the support to an ongoing Local Government reform called KLGRP, in association with supporting a number of physical projects in 60 Local Authorities. In 07/08, the local governance will be mainly sustained through support and empowerment of CSOs and communities to play the role of watchdog.

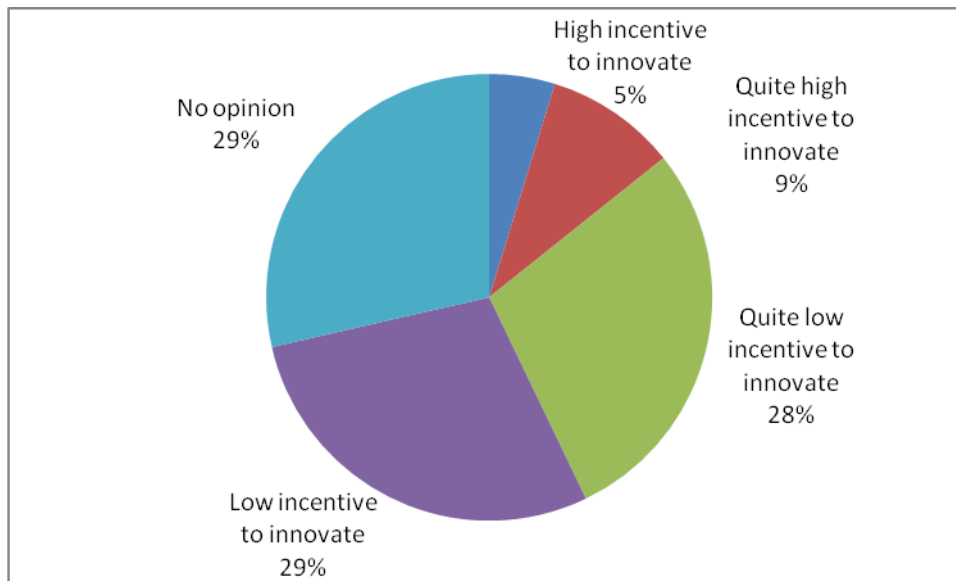
*Peru:* during the first period, the EC delegation has prioritised a local support in order to improve local capacities in a context of return to democratic system and implementation of an National Agreement to fight against poverty. the shift between first and second period has been done concerning geographic focus, but supporting State Budget Planning from "budgeting by means" to "budgeting by results" for social sectors (health, education and small agriculture, mainly).

### 2.3.1.2 In your view, to what extent does the institutional environment within the EC allow space for risk-taking and innovative actions in the field of decentralisation in your country?

Incentives to innovate are few – innovation not being the forte of large public institutions and, more tellingly, decentralisation being an issue of national sovereignty and in itself of significant political sensitivity – little risk is taken in sample countries.

Only 14 % percent of Delegation respondents see high or quite high incentive to innovate, while 57 % assess the incentives to innovate as low or quite low. As a reason for low innovation strict procedures and modalities of support are often given by the respondents. However, some Delegations see some space for innovation with respect to alignment to local priorities and national context,

Figure 8 Extent to what EC allows for space for risk-taking and innovative actions in the field of decentralisation in your country



Survey to the EU Delegations, Particip analysis

#### Qualitative elements

##### Selection of quotations:

*Jordan: There is no "risk-taking" policy per se. It all boils down to the risks that your counterpart in HQ is ready to take. It is also closely linked to the quality of the identification and the formulation phases.*

*Lebanon: instruments not always adapted, we tend to use technical assistance for capacity building and grants for local projects managed by local actors but we cannot really move to fund mechanisms as budget support not yet possible in the country*

*Mali: La décentralisation est par essence un processus de réforme à long terme qui permet de faire de l'expérimentation, de mettre en œuvre des compétences transférées en liaison avec la déconcentration de l'Etat, de contribuer à lutter contre la pauvreté et de promouvoir le développement économique régional et local. Le recours à l'appui budgétaire sectoriel en accompagnement aux politiques sectorielles de décentralisation, le challenge du développement économique régional et local, le soutien aux pôles de développement régionaux et le développement urbain des villes sont des innovations importantes en la matière."*

*Tanzania: The EC procedures and modalities for support are rather cumbersome so do not allow for much risk taking. Further with the aid effectiveness agenda and the urge to use country systems it would be difficult to support decentralisation outside the established basket modality.*

*Papua New Guinea: rigidity of contractual and financial procedures: for instance, an*

*important component of the programme consists in grants to district administrations. The Call for Proposals modalities is extremely complex in a poor capacity-environment as PNG. In addition, the impossibility to use local audit/accounting/reporting/procurement systems, even in provinces which are rather efficient, is very badly perceived, particularly since another main donor, AusAid, resort to local systems when they are efficient.*

*Rwanda: The institutional environment allows a reasonable degree of flexibility in order to adapt to the National context (selection of pertinent indicators on Sector Budget Support, for example).*



## 2.4 Impact – Effects of EC Support

The impact of the EC support to different aspects of decentralisation has been rated on a scale between High – 4, Quite high – 3, Quite low – 2, Low – 1.

While the differences in assessment varied only slightly (average between 2,0 and 2,5), the highest perceived impact was given to the development of national decentralisation policies and strategies (average of 2,5). However, the highest proportion of High and quite high answers was given to the impact on increasing local governments' fiscal and human resources (47,1 %).

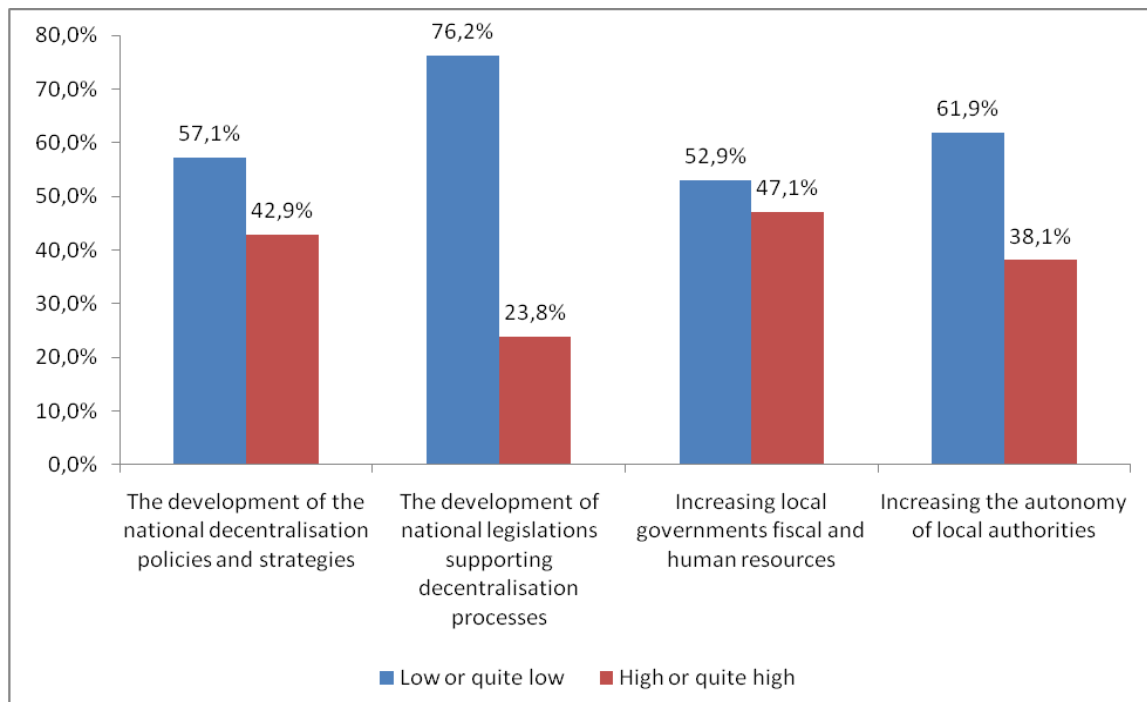
The differences in the perceived impact on the strengthening of capacities of the various stakeholders were larger (average between 2,6 and 3,0), with the local government to be seen as the most highly benefitting stakeholder (average of 3,0). **The impact on strengthening the capacities of local governments'** received also the highest proportion of High and quite high ratings (81 %).

With respect to the delivery of basic services at the local level, the highest impact is seen in the area of **increasing financial resources and improving allocation of resources for local service provision** (average of 2,0). However, the impact on improving operation and maintenance received the largest proportion of high and quite high assessment (57,1 %).

### 2.4.1.1 In your view, to what extent has the EC support to decentralisation in your country contributed to:

- The development of the national decentralisation policies and strategies?
- The development of national legislations supporting decentralisation processes?
- Increasing local governments fiscal and human resources?
- Increasing the autonomy of local authorities?

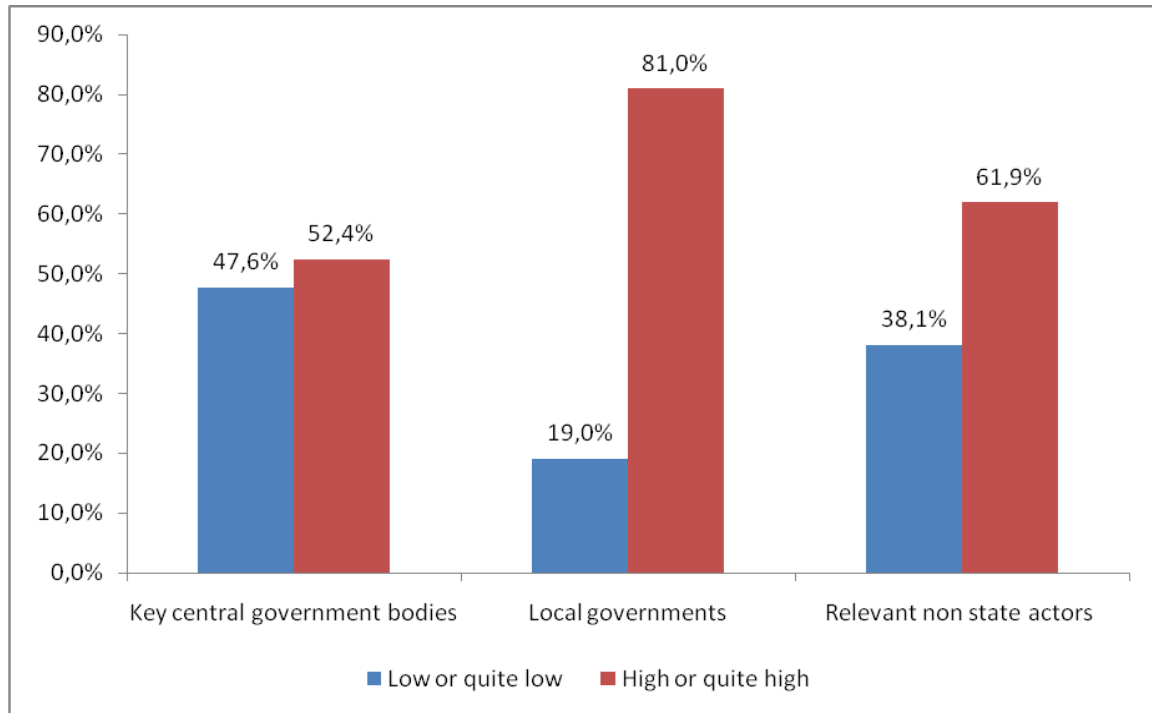
Figure 9 Impact of support, as perceived by the EUDs



Survey to the EU Delegations, Particip analysis

**2.4.1.2 In your view, to what extent has EC support to decentralisation in your country contributed to strengthening the capacities of the following stakeholders (in relation to the national decentralisation process)?**

*Figure 10 Impact of support to decentralisation on capacity strengthening, as perceived by the EUDs*

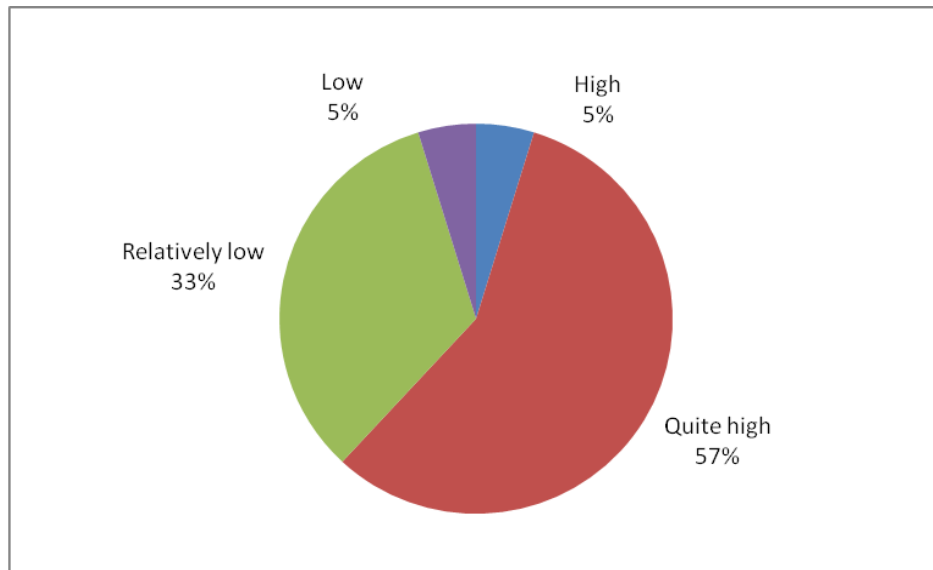


*Survey to the EU Delegations, Particip analysis*

**2.4.1.3 In your view, to what extent has EC support to decentralisation processes in your country contributed to improving local governance especially regarding participation, accountability and transparency?**

The majority of respondents from the Delegations are of the opinion that local governance is significantly improved as a result of the support rendered to decentralisation (62 % high or quite high answer). However, nearly 40% are rather sceptical about the level of impact these interventions have had on improving local governance (38 % low or quite low answer).

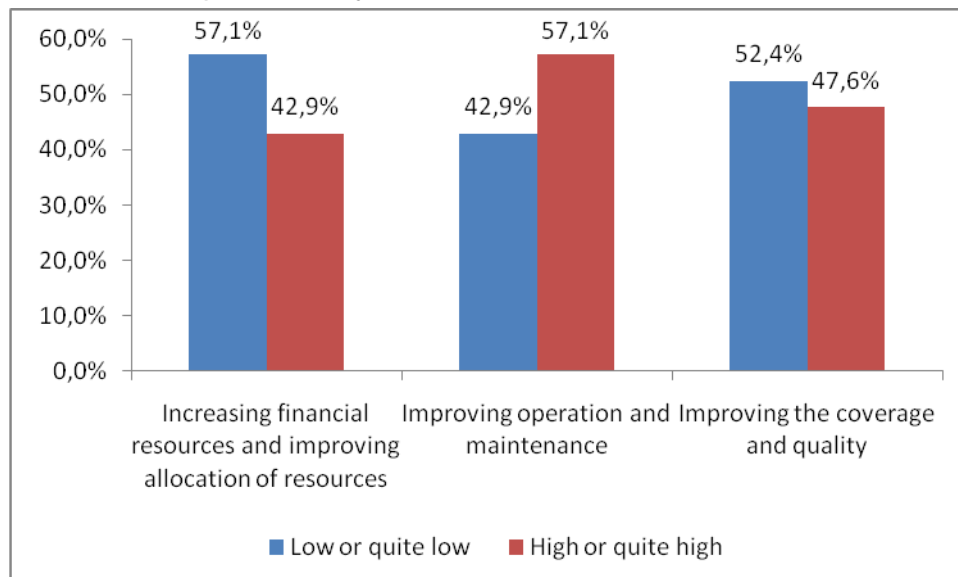
Figure 11 *Impact of support to decentralisation on improving local governance, as perceived by the EUDs*



*Survey to the EU Delegations, Particip analysis*

**2.4.1.4 In your view, with respect to the delivery of basic services at local level to what extent has EC support to decentralisation processes contributed to increasing financial resources and improving allocation of resources for local service provision?**

Figure 12 *Impact of support to decentralisation on the delivery of basic services at local level, as perceived by the EUDs*



*Survey to the EU Delegations, Particip analysis*

#### 2.4.1.5 Other remarks

##### **Qualitative elements**

###### Selection of quotations:

*Colombia: As decentralisation is a crosscutting issue and that the EC cooperation budget versus national budget is very low, even with successful projects, it can not be given better scores.*

*Jordan: To properly reply to this questions, sufficient resources for conducting proper evaluation but also capitalisation should be foreseen in the Financial Decision.*

*Papua New Guinea: Ownership and capacity of the public administration is extremely poor in PNG, at national level and particularly at sub-national levels. The tribal structure of the society (more than 800 ethnic groups and 600 languages) makes that fragmentation at all levels of society (although violent conflicts) has an impact on all activities, The above problems are faced by all other donors in the country, even those, like Australia, that devote 20 times the amount of money the EU allocates to PNG.*

## 2.5 Monitoring and Institutional Memory

With respect to resources for monitoring the effects of the EC support to decentralisation in the partner country, the Delegations assess their own resources as more adequate than those of the HQ, with 60 % of high or quite high assessment, as opposed to only 38,9 % of the same assessment for HQ monitoring resources.

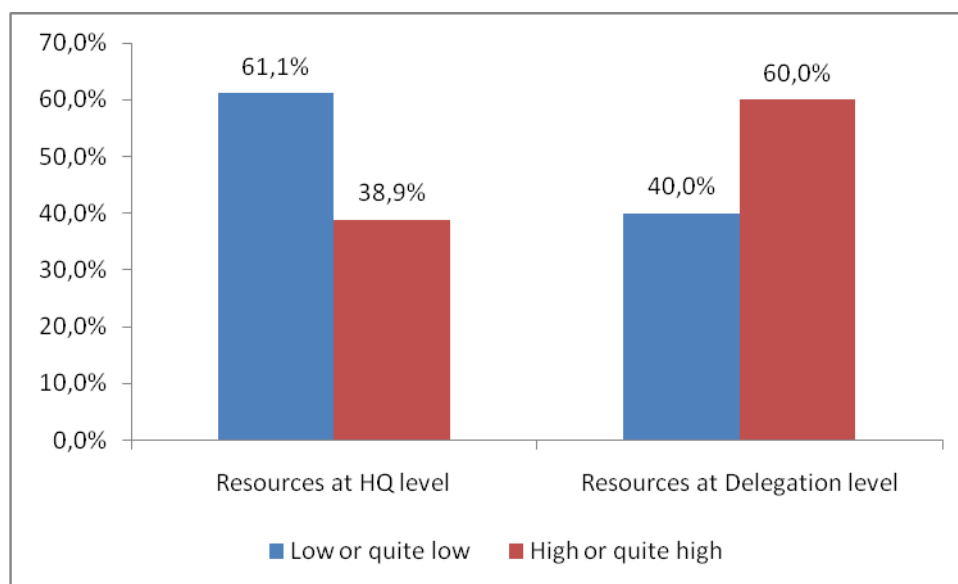
Even though most Delegation view the HQ resources as low or quite low for the task, some respondents at the Delegations note that they are not aware of the resources at the HQ level, or are not in a position to assess their adequacy.

While the adequacy of resources at the Delegations themselves is viewed more favourably in general, various insufficiencies, such as limited number and high turnover of staff or fragmentation of information between staff, are mentioned at the Delegation level as well.

Another aspect of the adequacy of resources is the fact that majority of Delegations (65 %) does not have systems in place for building the institutional memory in relation to the support to decentralisation. Paper and computer filing of information is in use, but despite of this some staff faces problems tracing down information from previous members.

### 2.5.1.1 In your view, are there adequate resources allocated for monitoring the effects of the EC support to decentralisation in the partner country?

Figure 13 Resources for monitoring of support to decentralisation, as perceived by the EUDs



Survey to the EU Delegations, Particip analysis

### Qualitative elements

#### At HQ level

#### Selection of quotations:

*Benin: We were monitored by a Sector ROM.*

*Jordan: there is not enough internal capacity that would enable us to define what is really "adequate" if we want to move from basic project monitoring to process monitoring and knowledge management.*

*Mali: Le suivi thématique au niveau du siège est très limité. Il n'y a que 2 missions ponctuelles en 2006 et 2009 du siège dans le domaine de la décentralisation. Une forme de backstopping des programmes serait certainement très utile pour prendre du recul et*

*apporter des expériences d'autres programmes."*

*Tanzania: There were no monitoring visits or much feed back from HQ to the EC support to the decentralisation programme*

*Haiti: Headquarters support for identification of 10th EDF Decentralisation programme was key to Delegation, but additional follow-up and evaluation resources would have been necessary given the reduced number of staff in delegation. Our understanding is that headquarters suffer also from lack of resources.*

*Papua New Guinea: Directorate E is swamped with requests of support. In addition, there is limited capacity in audit/procurement/accounting and control systems at local level.*

*Peru: The EC delegation in Peru never received offers in that sense.*

*Philippines: not aware of any.*

*Cambodia: A few key people with expertise are at HQ but on short term contracts.*

### **At Delegation level**

#### Selection of quotations:

*Colombia: It is a matter of objective, not of resources. For the moment at least.*

*Lebanon: priority in EU delegation so two persons cover this sector*

*Mali: Un chargé de programmes est responsable d'un secteur de concentration du FED au Mali auquel s'ajoutent les subventions du budget et le rôle de chef de file des PTF. Les programmes se déroulent dans de bonnes conditions du fait d'une conscience professionnelle impliquant un engagement personnel important et des heures supplémentaires en permanence.*

*Uganda: high turnover of staff and limited human resources*

*South Africa: There are adequate staff resources within the Delegation responsible for monitoring the LED and local governance programmes, with adequate budgets provided for in the Financing Agreements to conduct evaluations.*

*Cambodia: in general HR are too few in Delegations for governance issues.*

### **2.5.1.2 In your opinion, how could the current tools to monitor and evaluate EC support to decentralisation be improved?**

#### **Qualitative elements**

#### Selection of quotations:

*Madagascar: More time devolved to field visit and meeting with local authorities*

*Kenya: HR clearer Guidance from HQ*

### **2.5.1.3 Are there systems in place that allow for building up of the institutional memory in relation to the support to decentralisation?**

*Table 8 Systems for building up of the institutional memory*

| Answer |    |      |
|--------|----|------|
| Yes    | 7  | 35 % |
| No     | 13 | 65 % |

#### **Qualitative elements**

#### Selection of quotations:

*Mali: Le chargé de programmes conserve spécifiquement les informations relatives à : - réunions du groupe thématique décentralisation et développement institutionnel, - réunions*

*des comités de pilotage des programmes, - réunions du panel de décentralisation et développement institutionnel, - documents de politique sectorielle, - toutes les informations sur le serveur de la DUE."*

*Tanzania: There is some kind of virtual network, but was very difficult to use in practise*

## 2.6 Aid Modalities and Channels

In this set of questions, the suitability of different aid modalities and channels for the support to decentralisation has been measured on a scale of High – 4, Quite high – 3, Quite low – 2, Low – 1.

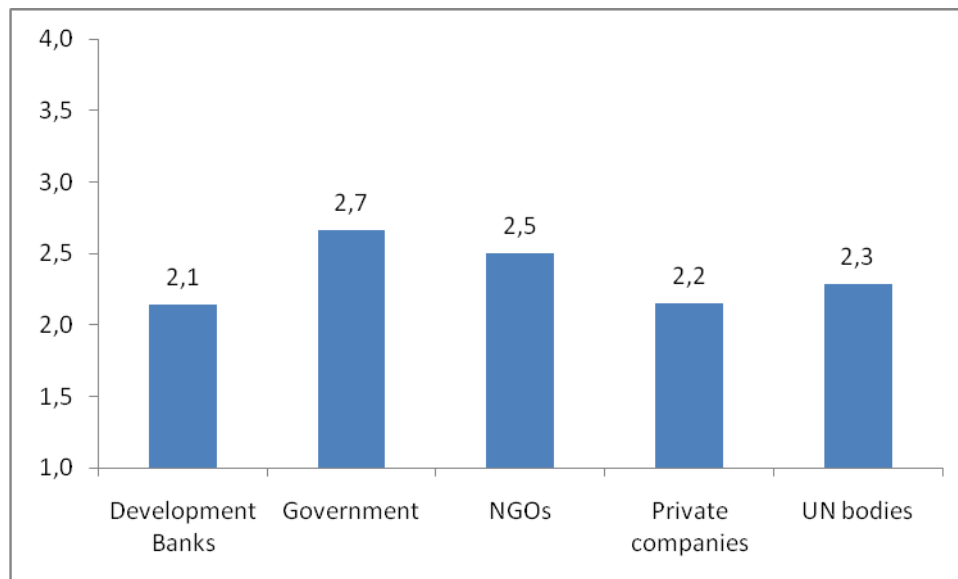
### 2.6.1.1 Based on your in-country experience after the year 2000, how would you rank the suitability of the following channels that EC uses to support the development of the following categories relevant to decentralisation?

The respondents do not have a single preferred channel of delivery of aid to decentralisation, with government, NGOs, private companies and UN bodies all presenting plausible alternatives. Development banks however seem not to be considered suitable to channel decentralisation support.

The highest overall score was given to government as a channel for support to decentralisation (average answer 2,7), followed by NGOs (average answer 2,5). Development banks and private companies scored the lowest, with average answer of 2,1 and 2,3 respectively.

However, the respondents point out that the preferred channel for support to decentralisation is dependent on country context and the design of the intervention. Some Delegation note the advantage of different bilateral donors in this area.

*Figure 14 Overall assessment of channel suitability for decentralisation support, as perceived by the EUDs*

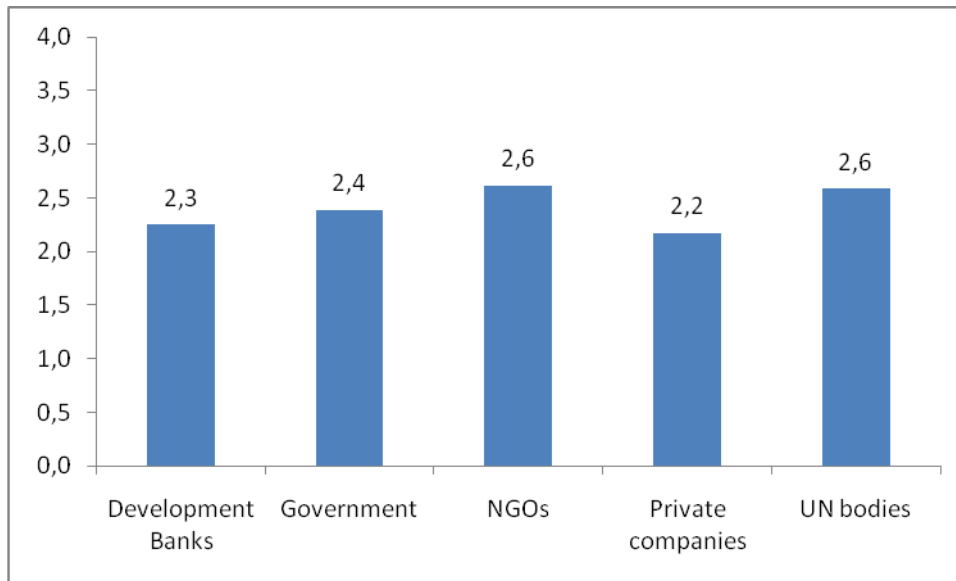


*Survey to the EU Delegations, Particip analysis*

UN bodies and NGOs are considered to be the champions of participation, accountability and transparency in fostering local governance (average answer of 2,6 both) – however none of the modalities seemed to be particularly weak in this regard, with private companies scoring the lowest average answer 2,2.



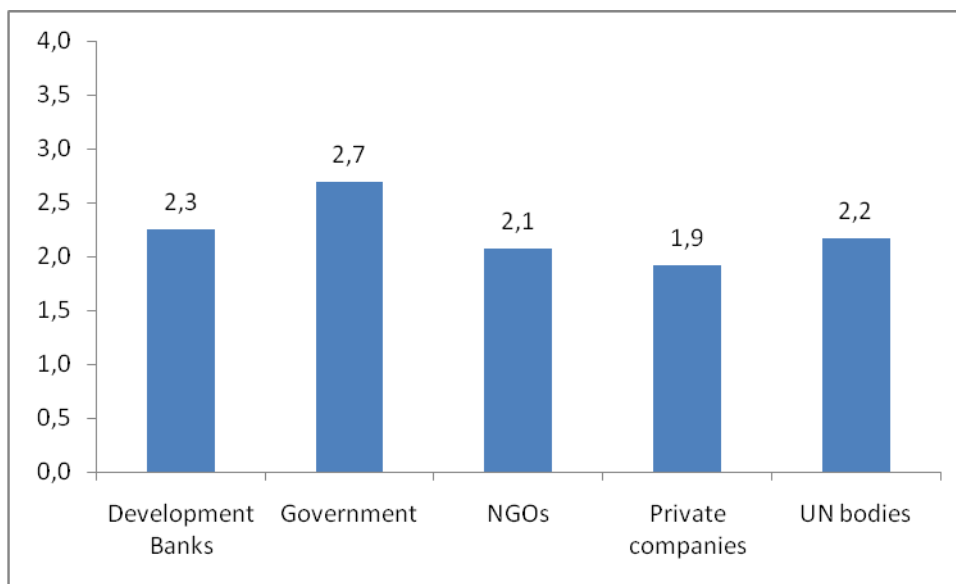
**Figure 15** *Local governance especially regarding participation, accountability and transparency, as perceived by the EUDs*



*Survey to the EU Delegations, Particip analysis*

With respect to the development of the national policy and legislative framework related to decentralisation the government is clearly the preferred channel of financing, with the highest average answer of 2,7. The private companies achieved a particularly low score in this respect, with average of 1,9.

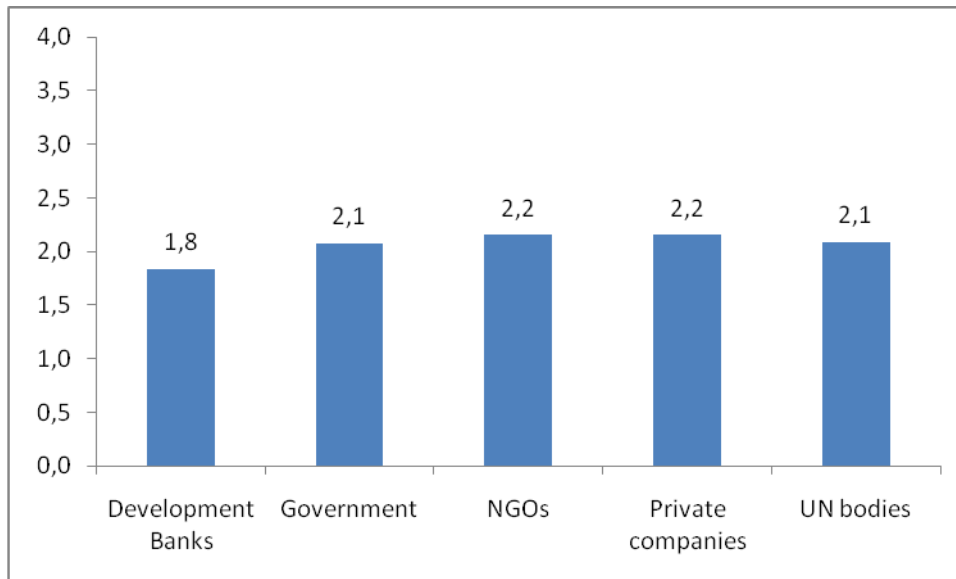
**Figure 16** *The national policy and legislative framework related to decentralisation, as perceived by the EUDs*



*Survey to the EU Delegations, Particip analysis*

For the support of the development of the capacities of relevant non-state actors involved in the decentralisation process, none of the channels scored particularly high, with NGOs and private companies seen as the most suitable channel with average score of 2,2.

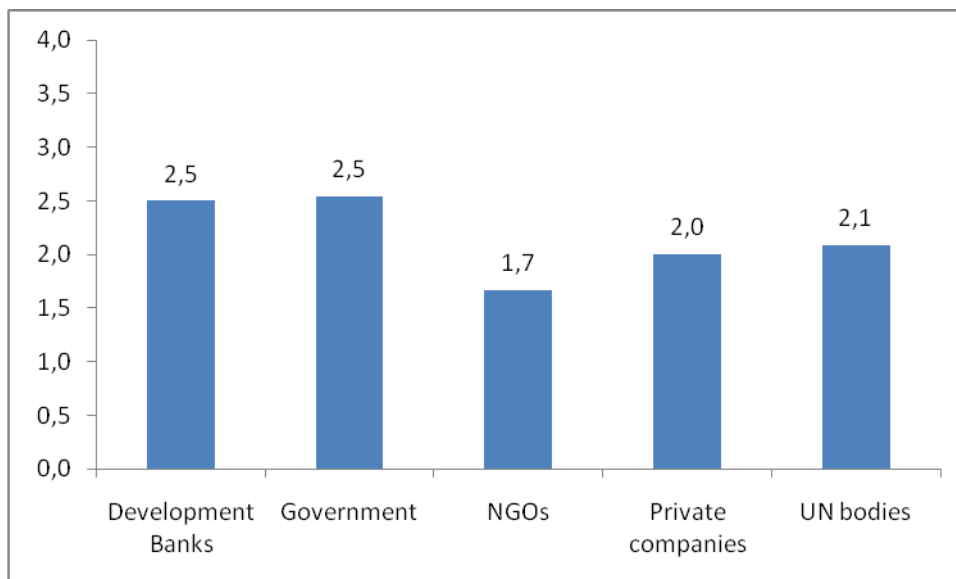
**Figure 17** *The capacities of the non state actors involved in the decentralisation process, as perceived by the EUDs*



*Survey to the EU Delegations, Particip analysis*

The development of the capacities of the key central government bodies involved in decentralisation policy formulation and implementation is seen as the most suitable work for development banks and government channelling (average score of 2,5), while it remains inadequate for NGOs (score 1,7) according to the respondents in the Delegations.

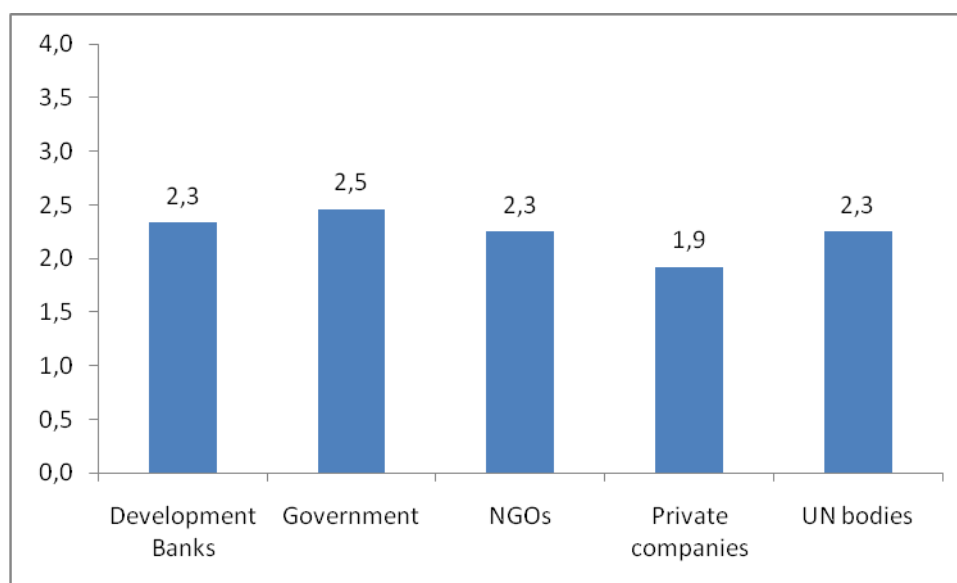
**Figure 18** *The capacities of key central government bodies involved in the decentralisation process, as perceived by the EUDs*



*Survey to the EU Delegations, Particip analysis*

For the support of the capacities of the local governments for decentralised administrative, fiscal and political responsibilities and powers, there is not a clearly preferred channel of delivery, with the government still scoring the highest average answer of 2,5, and private companies once again being seen as not suitable with average score of 1,9.

Figure 19 The capacities of the local governments for decentralised administrative, fiscal and political responsibilities/powers?



Survey to the EU Delegations, Particip analysis

### Qualitative elements

#### Selection of quotations:

*Mali: Les coopérations bilatérales, notamment au travers des conventions de délégation, peuvent servir de relais efficaces de l'aide communautaire. Elles sont sélectionnées en fonction de leurs avantages comparatifs. Il convient de noter qu'au Mali les coopérations allemande, belge et suisse ont conservé la décentralisation comme secteur de concentration pour la période 2010 - 2015.*

*Kenya: EC has been until now almost the only support to Decentralisation. Some bilateral were engaged directly with some municipalities in specific projects (solid waster , energy,...) . In 2010 a group of Dev partners came together and approved to fianace a World Bank project called KMP (Kenya Municipalities Programme) to strengthen the capacities and service deliveries in 15 urban municipalities. However, the new constitution is bringing more challenges by the establishment of 47 counties.*

*Papua New Guinea: AusAid is the main donor active in decentralisation since independence (1975). The government has a rather good legislative and policy framework in place, but little capacities to implement it. UN is only involved in accountability and transparency initiatives a local level (with AusAid funds), and the World Bank has had a very difficult relation with the PNG Government since the '80s. No interventions in the area, neither from ADB.*

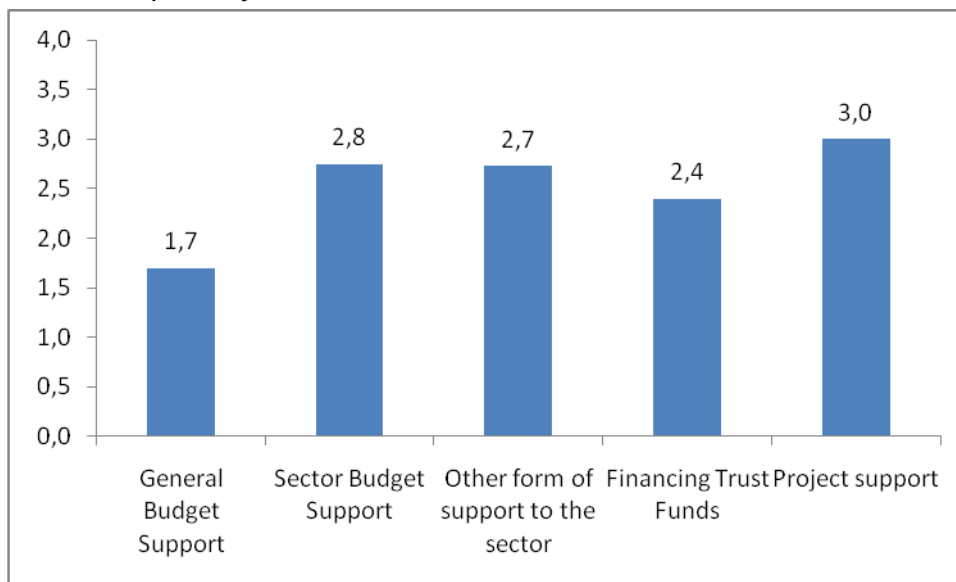
*Honduras: The Gvt seems to me the most suitable channel to support decentralisation because it must be the one leading the process. It's important also to support NGOs for follow up of the process, transparency matters and support development agencies for local economic development.*

*Rwanda: In our opinion, the most relevant support should be given to Central and Local Government as beneficiaries and the main actors involved in the managing-implementation on decentralisation. NGOs would also have a predominant role in the process as an actor lobbying for accountability and citizen participation. The other actors mentioned would also play an important role.*

**2.6.1.2 Based on your in-country experience after the year 2000, how would you rank the suitability of the following financing modalities that EC uses to support the the following categories relevant to decentralisation?**

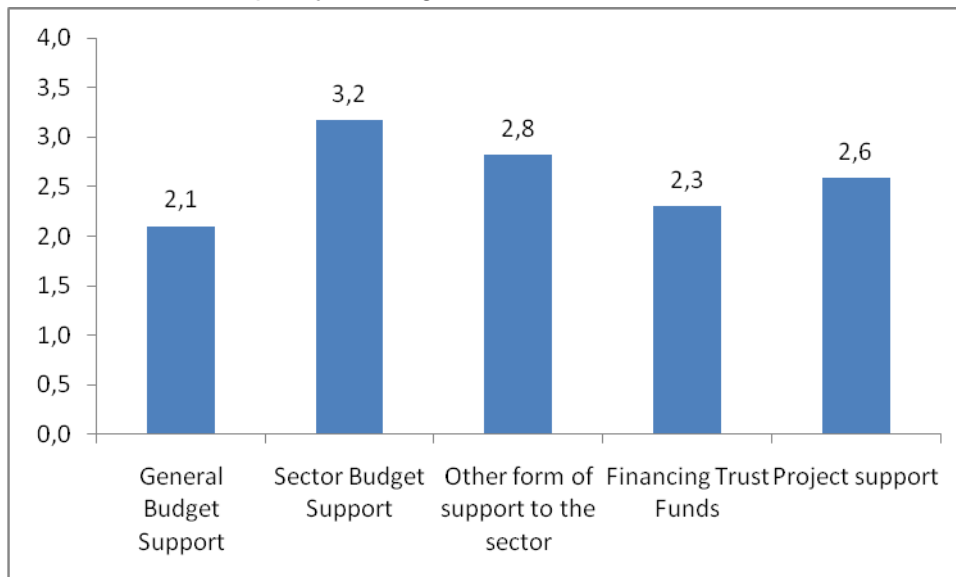
While the Delegations do not show clear preference for one unique financing modality for the development of all categories related to decentralisation, sector budget support and project support scored among the highest in all instances, whereas general budget support score consistently lowest of all options.

*Figure 20 Local governance, especially regarding participation, accountability and transparency*



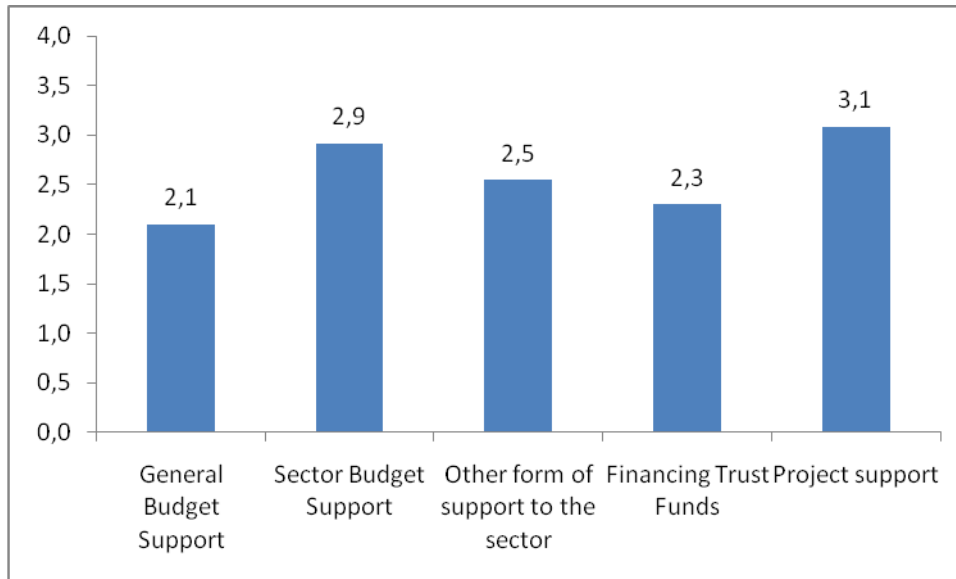
*Survey to the EU Delegations, Particip analysis*

*Figure 21 The national policy and legislative framework related to decentralisation*



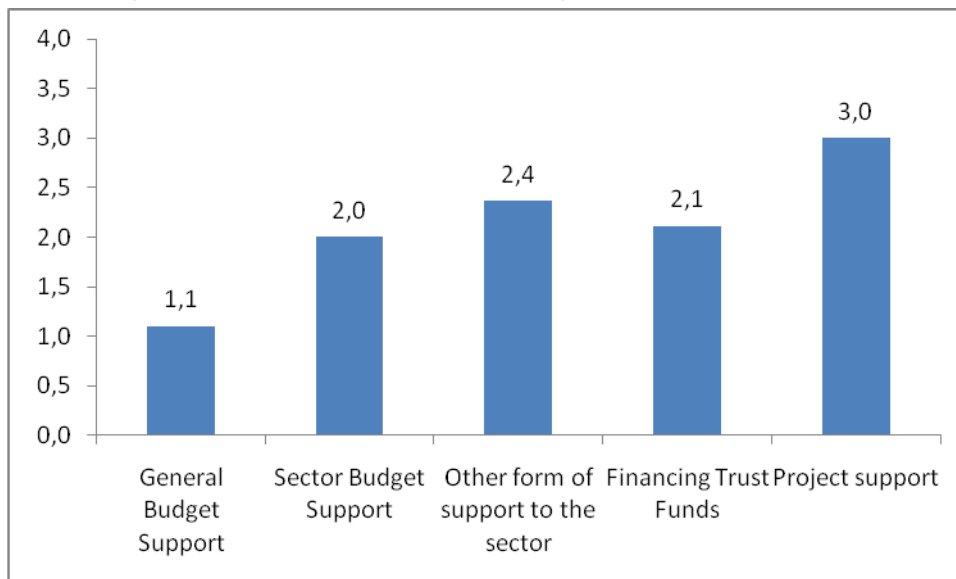
*Survey to the EU Delegations, Particip analysis*

**Figure 22** *The capacities of the local governments for decentralised administrative, fiscal and political responsibilities / powers*



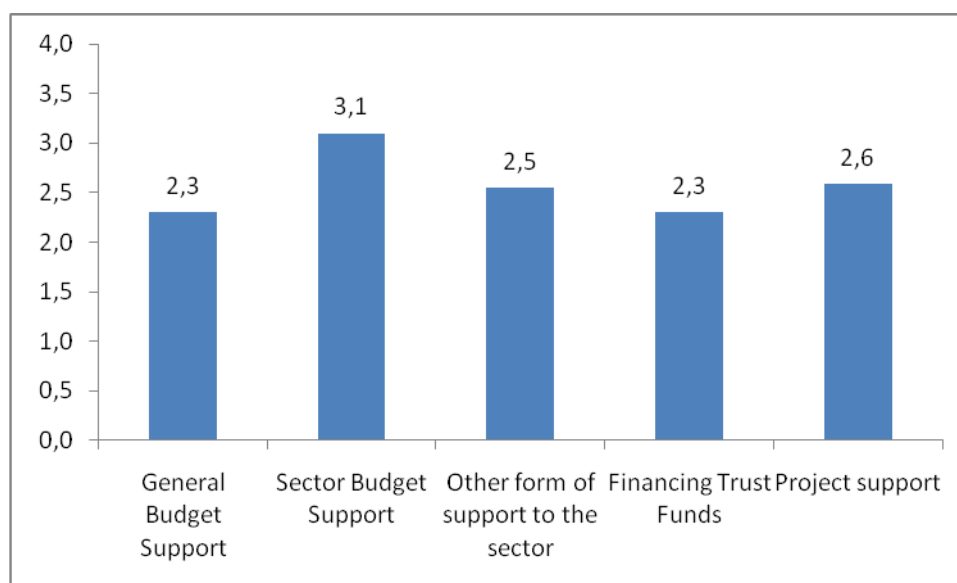
*Survey to the EU Delegations, Particip analysis*

**Figure 23** *The capacities of the non state actors (e.g., Local government associations, etc.) involved in the decentralisation process*



*Survey to the EU Delegations, Particip analysis*

Figure 24 The capacities of the key central government bodies involved in decentralisation policy formulation and implementation



Survey to the EU Delegations, Particip analysis

### 2.6.1.3 If the EC followed a specific sequencing in the use of different aid modalities in the past decade, what were the 3 major lessons learnt from this experience?

#### Qualitative elements

#### Sequencing applied:

#### Selection of quotations:

*Mali: Les 3 principales leçons apprises dans le domaine des modalités d' appui à la décentralisation concernant : -l' appui budgétaire sectoriel, - l' approche projet, - les subventions. Ces 3 modalités contribuent à une approche top - down et down -top."*

*Kenya: no real sequencing, the project approach was the only one applied*

*Cambodia: So far only project support which has been found to counter the desired efforts to democratise through decentralisation so great efforts are going towards a PBA and exploring the possibilities for something like sector budget support but decentralisation is not a sector.*

#### Major lessons learnt 1:

#### Selection of quotations:

*Benin: Project can prepare an adequate framework for SBS*

*Mali: L'appui budgétaire sectoriel permet un véritable dialogue politique sur la mise en œuvre des politiques sectorielles de décentralisation (et de réforme de l' Etat dans mon cas) au niveau macro. L' ABS permet une responsabilité mutuelle et ""d' acheter des résultats"" plutôt que de contrôler les dépenses. Les pièces justificatives relatives aux indicateurs de performance et aux conditions générales d'éligibilité méritent toutefois une plu grande rigueur et diligence de la part des autorités maliennes."*

*Haiti: Too much "ingénierie sociale" has created structures not rooted in the historical social tissue of haiti*

*Kenya: Efficiency of support is very much linked to the size of TA provided for management and implementation.*

*Peru: PASA, despite of being financed by thematic line (Food Security) has been a key experience to orient the geographic cooperation in Peru. Both Agorah and EUROPAN have capitalise experiences of PASA and we considered that the evolution of cooperation in Peru*

*is more product of process than a product of breaks.*

*Philippines: With a highly decentralised country there is little to be gained from a sprinkling of tiny projects which do not have any specific focus in terms of governance.*

### **Major lessons learnt 2:**

*Mali: L'approche projet permet souvent des expériences pilotes sur le plan local au niveau méso. Les expérimentations locales contribuent à animer la politique sectorielle nationale et contribuent souvent à son évolution. Toutefois, l'approche projet engage plus le bailleur de fonds que la partie malienne, et, trop souvent il y a une faible appropriation et peu de pérennisation des actions entreprises, une fois le projet achevé."*

### **Major lessons learnt 3:**

*Mali: Les subventions accordées à une collectivité territoriale ou à un syndicat intercommunal permettent de mesurer l'impact de la décentralisation au niveau micro. La proximité immédiate avec les bénéficiaires contribue souvent à une meilleure appropriation et à une plus grande pérennité des actions entreprises."*

*Haiti: Lack of donors coordination is a major obstacle to promote the emergence of a Haitian national policy for decentralisation.*

*Philippines: How can you motivate improvement, and what are the main improvements required to get better service delivery and then better MDG results? A project can address the supply side, but we need the carrot to stimulate demand - are performance based grants the answer?*

#### **2.6.1.4 Does the EC implement a GBS in the country?**

While in over half of the Delegations in the survey were implementing GBS, only one of them uses GBS for supporting decentralisation processes (Tanzania). That is also the only country that applies performance indicators in GBS to decentralisation.

Table 9 GBS in the country

| Answer |    |      |
|--------|----|------|
| Yes    | 11 | 55 % |
| No     | 9  | 45 % |

*Survey to the EU Delegations, Particip analysis*

#### **2.6.1.5 If yes, is the GBS clearly expected to support the decentralisation in the country?**

Table 10 GBS support to decentralisation

| Answer |    |        |
|--------|----|--------|
| Yes    | 1  | 7,7 %  |
| No     | 12 | 92,3 % |

*Survey to the EU Delegations, Particip analysis*

#### **2.6.1.6 If the GBS is clearly expected to support the decentralisation in the country, are there any performance indicators (for instance related to the payment of the variable tranches) specifically on decentralisation?**

Selection of quotations:

*Tanzania: Outcome indicator: Percentage of total government budget allocated directly to LGAs, which does not go through ministerial votes and is calculated on a formula basis, identifying separately the contribution of CDCF funds TPA: Review and develop proposals for the amendment of the local Government Finance Act, 1982 attendant memorandum, regulations and manuals to provide for enhanced autonomy in budgeting and planning as well as ensuring more efficient, accountable and transparent financial management shared with key stakeholders by June 2010*

**2.6.1.7 From your experience, be it in the country or from elsewhere, how would you assess the strengths and weaknesses of the GBS approach to support a national decentralisation reform?**

**Qualitative elements**

Selection of quotations:

**Strengths**

*Jordan: It depends again on which aspects of decentralisation. But in general, I don't think a GBS can have any leverage on key socio-economic reforms*

*Papua New Guinea: it simplifies the procedures and enable the use of country systems*

*Rwanda: Boost capacity-building through appropriation.*

**Weaknesses**

*Benin: Sector budget support can focus on decentralisation*

*Mali: L'ABG se focalise exclusivement sur la GFP*

*Tanzania: If support to decentralisation is only provided through GBS it might be lost in all the other priorities.*



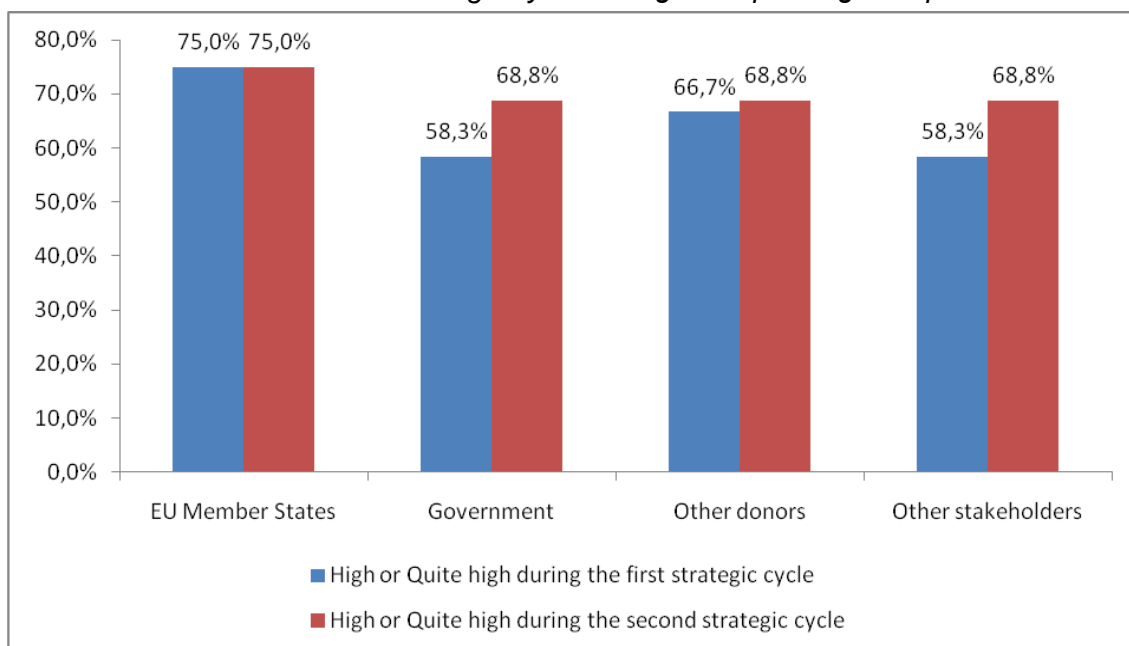
## 2.7 Coordination and Complementarity

The Quality of dialogue and coordination on decentralisation has improved between the two strategic cycles with respect to all main stakeholders, with the exception of EU MSs, where the ratio of High and Quite high assessments stayed the same (and relatively highest) between the cycles (75 %).

The perceived importance of other donors' support to decentralisation increased between the two strategic cycles (assessed high or quite high by 58,8 % and 78,9 % of Delegations respectively). The complementarity between the EC support and other donors' support also rose, assessed high or quite high by 50 % and 84,2 % between the two cycles.

### 2.7.1.1 Related to the preparation of the aforementioned CSPs/NIPs, how would you rate the dialogue and coordination on decentralisation reform issues among the following main partners?

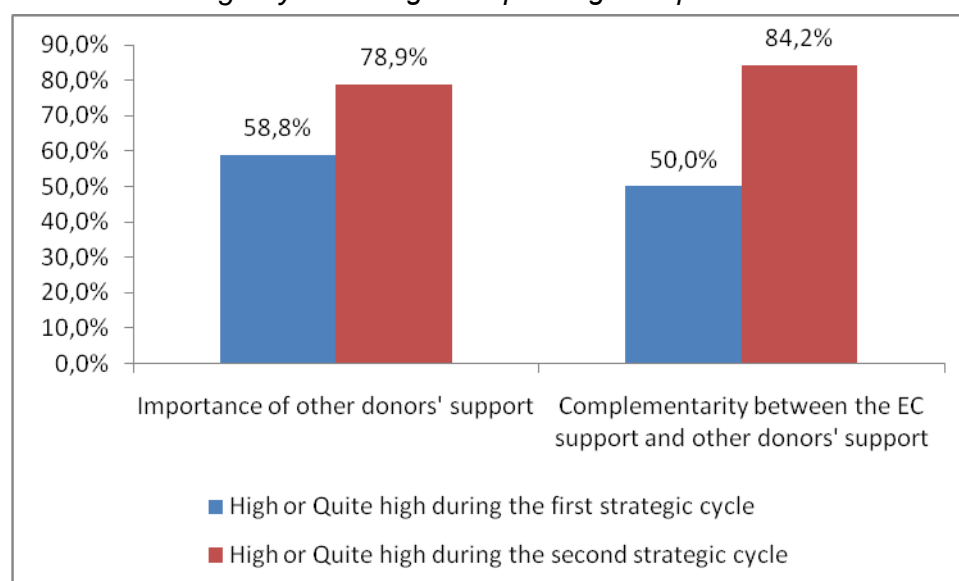
Figure 25 Change in the quality of dialogue and coordination on decentralisation between the two strategic cycles – 'high' or 'quite high' responses



*Survey to the EU Delegations, Particip analysis*

### 2.7.1.2 How important was other donors' support and how would you assess the complementarity between EC support and other donors' support?

Figure 26 Change in perceived importance of other donors' support and the complementarity between EC support and other donors' support between the two strategic cycles – 'high' or 'quite high' responses



Survey to the EU Delegations, Particip analysis

### 2.7.1.3 What types of mechanisms are used between the development partners during the programming process to ensure complementarity in the area of decentralisation?

#### Qualitative elements

#### Selection of quotations:

*Lebanon: a donors group in the sector has been set up few donors are active so coordination is not difficult*

*Madagascar: Exchange of information through the donors coordinating mechanism*

*Mali: L'UE est chef de file du groupe thématique décentralisation et développement institutionnel qui réunit une quinzaine de PTF (dont les Etats membres de l'UE). Ce groupe thématique se réunit de façon élargie (avec les assistants techniques et les coopérations techniques) ou de façon restreinte (Ambassades uniquement) en fonction des thématiques techniques ou politiques. Régulièrement, des membres de l'administration ou de la société civile sont invités pour échanger sur des sujets prioritaires. Ce cadre de concertation entre PTF permet d'établir les priorités politiques qui font l'objet d'échanges et de mesures de progrès lors des réunions semestrielles de coordination entre le Gouvernement du Mali et les PTF. Au travers de la matrice des interventions actualisée annuellement, les PTF connaissent mutuellement leurs interventions et recherchent des synergies à développer tant sur les plans géographiques et sectoriels. Les informations sur les coopérations de proximité comme sur les coopérations macro permettent d'affiner l'analyse de la mise en œuvre de la décentralisation et de faire remonter les préoccupations.*

*Tanzania: There is a dedicated dialogue structure with one Development Partner group responsible for Local Government Reform and there all supporting DPs and interested partner can participate and discuss. This group is lead by two DP who during the entire period have been very accommodating to all new partners.*

*Haiti: Donor coordination is mainly "bilateral-like" during the programming process-except for EU coordination which has just started the 'joint programming' from 2006.*

*Kenya: A WB trust fund was established to support 15 Municipalities with the support of France and Sweden.*

*Papua New Guinea: Regular and almost daily dialogue and exchange between the EU*

*Delegation and AusAid, and through an ad hoc working group on decentralisation co-chaired by AusAid and the EU.*

*South Africa: Currently, donor working groups have been established in various sectors allowing for sharing of information through the full project cycle. The area of decentralisation has however not been a key topic of discussion in these groups.*

*Peru: Mainly meetings and workshops organised and supervised by Gouvernement (firstly, the National Council for Descentralisation, then the Presidency of Ministries Council (PCM).*

*Philippines: The working group on decentralisation*

*Honduras: EC and IDB are using support to national level while other donors are focusing on a support to local level (USAID Spain, UNDP, Swiss Cooperation)*

*Senegal: Des consultations ont eu lieu lors des différentes programmations entre donateurs (Etats membres et autres), en particulier au sein du groupe des bailleurs de fonds intervenant dans le secteur de la décentralisation et du développement local. La Politique de Décentralisation appuyée par la Commission européenne regroupe d'autres bailleurs de fonds impliqués dans la décentralisation : PNUD-FENU, France (AFD), GTZ/KFW, USAID, la Banque Mondiale. Il y a eu dans le cadre du PSIDEL des zones de cofinancement avec le programme PADMIR du FENU- PNUD. Les différents échanges entre bailleurs dans le cadre du groupe formel décentralisation, évitaient qu'il y'ait des doublons à tous les niveaux (partage des conclusions d'études, TDR, évaluations, Assistance technique, etc..).*

*Cambodia: donor coordination is done through technical working groups.*

**2.7.1.4 What kind of co-ordination and consultative mechanisms related to support to decentralisation exist(ed) in the country, and how would you characterize them? Please note that you can name more than one mechanism per box.**

Selection of quotations:

**Among the donors themselves only:**

*Colombia: G24*

*Jordan: The D Technical Group was only formed in 2009.*

*Lebanon: donors WG*

*Madagascar: Donors group*

*Mali: Groupe*

*Nicaragua: Mesa de cooperantes*

*Tanzania: Development partner groups*

*Kenya: passive*

*Papua New Guinea: ad hoc working group on capacity building of sub-national administration 5 per year meetings, very useful*

*Peru: There are not specific mechanisms among the donor themselves to follow up decentralisation process.*

*Philippines: None*

*Honduras: Round table on decentralisation and local development*

*Cambodia: Donor coordination groups meets every month at least very labour intensive*

**Between EC and Government:**

*Colombia: Bilateral meeting*

*Jordan: None to date. I believe we should strive for one mechanism between like-minded donors and the government and avoid parallel systems*

*Madagascar: Memorandum of Understanding*

*Nicaragua: Bilateral*

*Tanzania: no specific mechanism*

*Papua New Guinea: Meetings (very useful)*

*Philippines: See above. Coordination and dialogue are relatively easy in the Philippines.*

*Honduras: No formal mechanism only meetings at political and technical levels*

*Cambodia: Steering committee*

### **Between donors and Government:**

*Benin: Technical groups and sector reviews*

*Colombia: G24*

*DRC: groupe tehantique*

*Jordan: None really. Donors and the Government meet around 11 thematic working group but decentralisation per se is not really tackled. One group is on good governance, while another is on poverty and local development. In addition, most of these groups are classical fora for, at best, exchanging information." In most of these irregular meetings, the government present its yearly/multi-annual plans. Very little room for exchanges.*

*Madagascar: Memorandum of Understanding*

*Nicaragua: Mesa global*

*Tanzania: joint steering committee and basket technical committee, annual reviews*

*Haiti: A coordination structure was set in place end of 2008 (and a similar one existed after 2004's coup-d'etat and up to 2006 democratic elections). Groups sectoriels (only donors) and Tables Sectorielles (with Government) was the main mechanism. Delegation was "chef-de-file" of the GS Décentralisation Collectivités locales but not a real Sectoral Table was possible to be created. By end 2009 a community of agreement on a joint strategy was finally emerging, but 12 January 2010 earthquake put a hold to all those efforts. Currently the DG of Collectivité territoriale has launched with FR support a so called "Comite d'harmonisation" but attendance is irregular as many partners feel that key stakeholder have been left out of this coordination structure. Donors are not currently coordinated at all.*

*Kenya: A sectoral donor group, quarterly meetings*

*Papua New Guinea: Meetings chaired by the Government. Not very frequent but very useful*

*Peru: Roundtable of State Reform and Decentralisation, integrated by donors and with unstable leadership of PCM. Monthly meetings and report. In charge on monitoring and assess decentralisation process. It is important to mention that exists regional roundtable on decentralisation, with leadership of President of Regions. The most important achievement of this group is to influence the decision making at government level. Despite of that, there is not a true impact on legislative process. The second mechanism to support decentralisation is the Concertation Roundtable for Fighting Against Poverty (MCLCP) which realise the assess and follow up of decentralisation policies for social sector. Each Region of Peru has its own regional MCLCP with participation of regional and local governments, NGO, international cooperation and main Non State Actors*

*Honduras: There is a Forum between donors Govt and civil society: It has been useful for exchange of information but not really for alignment. Meetings have been on an irregular basis*

*Senegal: Hormis le groupe des bailleurs de fonds de la décentralisation, des rencontres avaient lieu deux fois par an en moyenne avec le Ministre de tutelle (décentralisation et développement local). Certaines rencontres avaient lieu sur demande du groupe des Bdf aux autorités de tutelle, afin de discuter de préoccupations particulières. Par ailleurs, l'UE, le Ministère de la décentralisation, celui de l'économie et des Finances, les associations des élus locaux, étaient tous membres des différents comités de pilotage, de financement et de décision, des différents programmes décentralisation et développement local de l'UE.*

*Rwanda: working group of decentralisation. -Division of Labour to define active donors in the sector. -RALGA: Rwandese Association of Local Government Authorities. -Special secretariat to boost decentralisation process.*

*Cambodia: technical working groups.*

**Between the EC and the EU member states:**

*Colombia: Heads of cooperation meetings*

*Jordan: Development Group Meeting. On monthly basis. As the above, it is at best an information exchange fora again one of the main issue I believe is the lack/absence of technical capacities in EU MS embassies*

*Lebanon: donors WG*

*Madagascar: Meeting at operating level and political level*

*Mali: Groupe*

*Nicaragua: EU cooperation meetings*

*Tanzania: No specific mechanism*

*Haiti: see above*

*Papua New Guinea: ad hoc discussions (only two MS in the country, and none of them involved in development cooperation)*

*Peru: Monthly meeting of head of cooperation about all the items considered as important for the cooperation. For this reason, the decentralisation them is not necessary a recurrent point of agenda.*

*Philippines: Development Counsellors meeting. Small attendance since most of the member states to not have dev programmes*

*Honduras: NONE*

*Cambodia: division of labour since 2008*

**Other:**

*Mali: CSRE*

**2.7.1.5 How would you characterise the role of the EC in the coordination efforts with EU Member States on EU policy positions regarding decentralisation?**

Table 11 EC's coordination efforts

| Answer                     |   |      |
|----------------------------|---|------|
| Leading                    | 6 | 30 % |
| Important, but not leading | 5 | 25 % |
| Taking part in the efforts | 5 | 25 % |
| Not very much involved     | 4 | 20 % |

*Survey to the EU Delegations, Particip analysis*

**2.7.1.6 In your opinion, what is the comparative advantage of the EC to support decentralisation?****Qualitative elements**

*Jordan: Global experience... could be better utilised with proper knowledge management capacities*

*Lebanon: predictability of funds and knowledge of the sector, variety of tools (can give grants to local actors)*

*Mali: L'UE est le premier bailleur de fonds dans le domaine de la décentralisation, a pour secteur de concentration la décentralisation depuis le 8ème FED et dispose d'un chargé de programmes exclusivement consacré à ce domaine (avec son corolaire la réforme de l' Etat). En outre, l'UE est le seul PTF à intervenir sous forme d' appui budgétaire sectoriel ce qui permet d' engager un véritable dialogue politique et de tenir chaque année des revues annuelles sectorielles conjointes de 3 jours."*

*Nicaragua: None*

*Tanzania: Dont find the EC has a comparative advantage*

*Uganda: EC is pulling out of support to decentralisation in Uganda and moving into social accountability and democratic accountability support for NGOs*

*Haiti: EC development aid in Haiti needs to prove that poverty reduction (or, even misery-reduction) strategies are at the core of our new strategies. A comprehensive Decentralisation effort (deconcentration but also local-governance and investment) would immediately impact on basic services provision... the core of poverty reduction strategies.*

*Kenya: size of funds experience of support in a number of countries experience within the EU*

*Papua New Guinea: Wider experience and value added*

*South Africa: The EC has extensive experience in successful decentralisation of its EU countries and can share its knowledge with other countries, especially third countries.*

*Peru: It is foreseen that application of Sector Budget Support could be a serious comparative advantage. However, it is too soon to assert that definitively*

*Rwanda: Early commitment from EC DEL to support decentralisation (1<sup>st</sup> donor to provide local support to the local governments + communities). We are the main donor in magnitude (total amount) provided to the local entities.*

*Cambodia: long term engagement and an important link to our other development cooperation.*

### **2.7.1.7 How would you characterise EC's flexibility to adjust to other donors' approaches when other donors lead mutual efforts to support decentralisation? Please give details.**

#### **Qualitative elements**

##### Selection of quotations:

*Benin: Our sector budget support is neutral (i.e. does not change the rules), therefore we benefit from a significant flexibility.*

*DRC: Not very high once the identification phase is over.*

*Jordan: Quite important. On the other hand, this maybe due to the fact that we do not have any policy, any straightjacket.*

*Lebanon: EU projects become more and more the umbrella in which other donors are working*

*Madagascar: About GBS, construction of a joint mechanism with common indicators in the social sectors (health and education).*

*Mali: Au travers de l'appui budgétaires sectoriel, l'UE accompagne la mise en œuvre de la politique nationale de décentralisation. En tant que chef de file, l'UE a un rôle d'information et de coordination important. De ce fait, toutes les missions d'identification et d'évaluation des PTF rencontrent systématiquement l'UE afin de connaître l'état d'avancement du processus de décentralisation, de recueillir des avis/conseils sur les orientations à donner aux programmes à finaliser ou à poursuivre. L'UE invite les PTF à respecter les principes de la politique nationale de décentralisation et organise des concertations à cet effet.*

*Nicaragua: We are very flexible*

*Tanzania: EC not very flexible since we have cumbersome procedures, especially if we want to channel support through basket. We need a five pillar compliance assessment / systems audit which delay our response to a specific need.*

*Haiti: High. Being one of the major donors we have been searching for synergies with other partners (big as the WB and IADB, and small as FR or UNDP), but we feel little has been progressed so far.*

*Kenya: not experienced*

*Papua New Guinea: We are the most complicated and complex donor, never able to*

*derogate from our own rules. We are always perceived as such by all other donors and the government, to the extent that partners are discouraged to share activities with us*

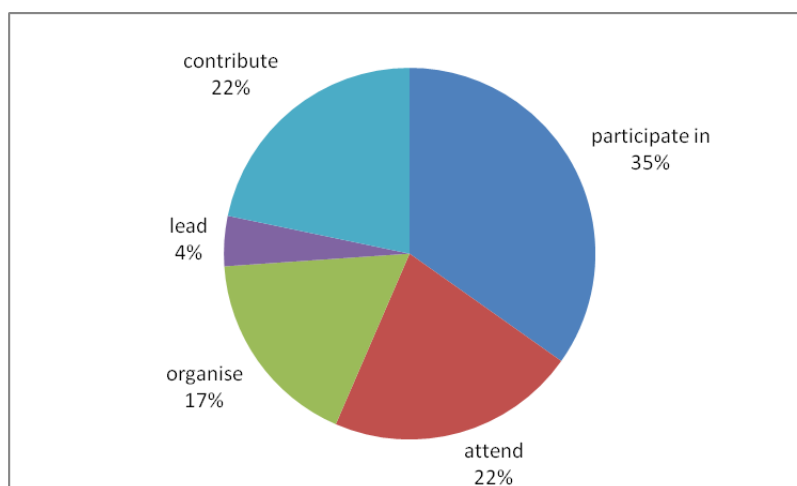
*Peru: EC's has not a big flexibility to ajust to donnors' approaches. It is very difficult in Peru to armonize the modalities of cooperation. The first reason is the overlapping in consultation and programmation process, despite of Accra Declaration. The second one takes root in the small or big difference on instruction process (identification, formulation, implementation and evaluation).*

*Rwanda: EC has had a leading role in the processes of both support to decentralisation and implementation of budget support. Other donnors are alligning their support to ours.*

*Cambodia: Still to be tested*

### 2.7.1.8 Did officials from your EU Delegation participate in/attend/organise/lead/contribute to donors meetings and policy forums at regional and international level in the area of decentralisation/governance? (multiple answers possible)

Figure 27 Delegation staff activity at donors meetings and policy forums at regional and international level



### 2.7.1.9 If you have any general remarks on the quality of coordination and dialogue in the area of decentralisation, please enter them here

#### Qualitative elements

##### Selection of quotations:

*Jordan: The simple existence of the aforementioned Guiding Principles is really a plus since most of the "development aid community" have signed them off. But more must be done to make them known and also operational (not with regard to the substance but to the process(es) that should be engaged to improve harmonisation and alignment*

*Madagascar: Strong donors coordination in the field of decentralisation with meeting being scheduled every month.*

*Mali: Etant donné que les revues annuelles sectorielles conjointes satisfaisantes constituent un des 3 critères d'éligibilité à l'appui budgétaire sectoriel, des thèmes importants à traiter peuvent être soulevés et être traités rapidement pour la poursuite de l' accompagnement de l' ABS (cela constitue un effet de levier intéressant en plus des conditions particulières des tranches fixes).*

*Kenya: still weak and need much open approach the challenges of the new constitution in the area of devolution may lead for more and better coordination.*

## **Annex 5: Analysis of Mid-Term Reviews & Joint Annual reviews**



## Table of contents

---

|          |                                                                                         |            |
|----------|-----------------------------------------------------------------------------------------|------------|
| <b>1</b> | <b>Analysis of Mid-Term Reviews .....</b>                                               | <b>118</b> |
| 1.1      | Introduction.....                                                                       | 118        |
| 1.2      | Information available in National context part.....                                     | 119        |
| 1.3      | Information related to the implementation of EC programme & Performance appraisal ..... | 120        |
| <b>2</b> | <b>Analysis of Joint annual reviews.....</b>                                            | <b>123</b> |
| 2.1      | Introduction.....                                                                       | 123        |
| 2.2      | Information related to the section on Dialogue with Local Authorities section.....      | 124        |
| 2.3      | Information related to the National context part(s) .....                               | 126        |
| 2.4      | Information related to the section on Overview of past and ongoing cooperation.....     | 129        |
| 2.5      | Information related to Other sections .....                                             | 137        |

### List of Tables

|          |                                                                                                             |     |
|----------|-------------------------------------------------------------------------------------------------------------|-----|
| Table 1: | Overview of scrutinised documents for the MTR analysis .....                                                | 118 |
| Table 2: | MTRs: Decentralisation or governance issues in National context part.....                                   | 119 |
| Table 3: | MTRs: Decentralisation or governance issues in parts related to the implementation of the EC strategy ..... | 120 |
| Table 4: | Overview of scrutinised documents for the JARs analysis .....                                               | 123 |
| Table 5: | JARs: Overview of sections on Dialogue with Local Authorities .....                                         | 124 |
| Table 6: | JARs: Decentralisation or governance issues in National context part.....                                   | 126 |
| Table 7: | JARs: Decentralisation or governance issues in parts related to the implementation of the EC strategy ..... | 129 |
| Table 8: | JARs: Decentralisation or governance issues in parts related to the implementation of the EC strategy ..... | 137 |

## 1 ANALYSIS OF MID-TERM REVIEWS

### 1.1 Introduction

The Mid-Terms Review (MTR) of the CSP is a tool that helps the EC to assess the implementation of its cooperation strategy in partner countries (as outlined in the CSPs) and prepare the second phase of each programming cycle. The current evaluation covers two programming cycles. For each cycle, a MTR is supposed to be carried out. The evaluation team could gather only a limited number of MTR reports.

The following table summarizes the documents available for each country of the sample of the desk study.

Table 1: Overview of scrutinised documents for the MTR analysis

| Country                        | Region               | MTR 1 <sup>st</sup> CSP (2004) | MTR 2 <sup>nd</sup> CSP (2010) |
|--------------------------------|----------------------|--------------------------------|--------------------------------|
| Benin                          | Africa               | Yes                            |                                |
| <b>Cambodia</b>                | <b>Asia</b>          | -                              |                                |
| <b>Colombia</b>                | <b>Latin America</b> | -                              | Yes                            |
| Congo (Democratic Republic of) | Africa               | -                              |                                |
| <b>Guatemala</b>               | <b>Latin America</b> | -                              |                                |
| <b>Haiti</b>                   | <b>Caribbean</b>     | -                              | -                              |
| <b>Honduras</b>                | <b>Latin America</b> | -                              | -                              |
| <b>Jordan</b>                  | <b>ENP</b>           | -                              | -                              |
| Kenya                          | Africa               | Yes                            |                                |
| <b>Lebanon</b>                 | <b>ENP</b>           | -                              |                                |
| Madagascar                     | Africa               | Yes                            |                                |
| Mali                           | Africa               | -                              |                                |
| <b>Nicaragua</b>               | <b>Latin America</b> | -                              |                                |
| <b>Papua New Guinea</b>        | <b>Pacific</b>       | Yes                            | Yes                            |
| <b>Peru</b>                    | <b>Latin America</b> |                                |                                |
| <b>Philippines</b>             | <b>Asia</b>          | -                              |                                |
| Rwanda                         | Africa               | Yes                            |                                |
| Senegal                        | Africa               | Yes                            |                                |
| Sierra Leone                   | Africa               | Yes                            |                                |
| South Africa                   | Africa               | -                              |                                |
| Tanzania                       | Africa               | Yes                            |                                |
| Uganda                         | Africa               | Yes                            |                                |

As only two reports were available for the second programming cycle, the evaluation team decided to focus the systematic analysis on the first programming cycle

## 1.2 Information available in National context part

Table 2: MTRs: Decentralisation or governance issues in National context part

| Country          | Mention to decentralisation or local governance issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin            | <p>There are some short elements related to decentralisation.</p> <p>2. Agenda Politique du Pays Partenaire: <i>Le processus de décentralisation doit encore se concrétiser et la bonne gouvernance continuer à se renforcer.</i></p> <p>3. Principales évolutions politiques, économiques et sociales &gt; 3.1 Evolution politique: <i>En tenant des élections législatives et locales en 2003, le Bénin a conforté sensiblement le processus démocratique.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Kenya            | There is no mention to EC related to decentralisation/local governance/local authorities!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Madagascar       | There is no mention to EC related to decentralisation/local governance/local authorities!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Papua New Guinea | There is no mention to EC related to decentralisation/local governance/local authorities!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Rwanda           | <p>Overall, decentralisation is mentioned regularly, whereas the implementation seems to be problematic. A time frame of future steps is provided.</p> <p>A mention to the reluctance of the Ministry to support the decentralisation process and problems of donors in dealing with local governments (in Annex: Good governance – institutional performance): <i>As far as the <b>Ministry Local Government</b> is concerned, most donors lament a declining performance, interest and willingness in dealing with the <b>decentralisation process</b>. The <b>local government</b> appears progressively abandoned to itself and donors have to deal directly with the local level to progress in the commitment taken so far. However, the Government is still very committed to the Community Development Fund (CDF), although, during the last year, there was no progress on the technical capacities of the CDF in managing future funds for <b>decentralised</b> authorities and this is delaying the commitment of donors in using the CDF to channel funds at local level. A recent CDF study has shown and listed the CDF weaknesses and on this base, the Ministry is preparing a plan to reinforce the CDF.</i></p> <p>A mention of decentralisation as key element within the Poverty Reduction Strategy Paper: <i>Politically, the establishment of stable governmental institutions through elections and a new constitution (both achieved in 2003) and the <b>decentralisation process</b> (ongoing) are key elements of the strategy.</i></p> <p>Very general mention to the sector strategy on decentralisation and its implementation in section 2. Rwanda's policy agenda: <i>Sector strategies are well advanced for some issues (such as education, <b>decentralisation</b>, gender, HIV/AIDS, environment) and implementation is underway.</i></p> <p>Mention of the need for capacity building on local level (in section 3. Main political, economic and social developments in the country &gt; 3.4 Achievements in cross-cutting issues): <i>The <b>process of decentralisation</b>, whilst holding great potential, will require, among other, further capacity building.</i></p> <p>List of future steps in the decentralisation process in a timetable (Annex 2: Rural development sector – proposed list of benchmarks): <i><b>Decentralisation</b>: Ubudehe institutionalised within the Ubudehe/DPRPR implementation phase (beginning 2006); Setting up of the DPRPR/PMU (March 2005,) Finalisation of the RD Matrix for DPRPR (March 2005), Rural Development technical and political framework assuring correct implementation of DPRPR in place (2005)</i></p> |
| Senegal          | <p>There is a whole chapter about the decentralisation policy in Senegal</p> <p>Dans le paragraphe 3. Principales Evolutions Politiques, Economiques Et Sociales Du Pays &gt; 3.4. Réalisations relatives aux questions transversales 3.4.2. Environnement: <i>Le pays s'était doté depuis 1997 d'un Plan National d'Action pour l'Environnement (PNAE) élaboré selon une approche participative et <b>décentralisée</b>. Des éléments de ce plan d'action ont été repris dans le DSRP.</i></p> <p>Dans le paragraphe 4.5. Actions de promotion économique au niveau local, décentralisation et développement local &gt; 4.5.1. Résultats obtenus: <i>La mise en œuvre de la politique de <b>décentralisation</b> adoptée en 1997 se heurte à un certain nombre de contraintes. Au niveau national, les capacités institutionnelles sont faibles au regard du rôle central de pilotage que ces institutions sont appelées à jouer. Aussi bien la mise en œuvre de la fiscalité locale que les transferts financiers vers les collectivités locales sont encore trop</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | <p>insuffisants et lents à réaliser. En outre, le lien entre les niveaux de planification nationale et régionale reste faible, et les ressources humaines et techniques propres aux collectivités locales apparaissent insuffisantes dans la plupart des cas.</p> <p>Dans le paragraphe 5. <b>Politique de décentralisation</b>: Résoudre d'abord les contraintes: La <b>politique de décentralisation</b> adoptée depuis 1997 se heurte à un certain nombre de contraintes qui sont généralement rencontrées dans cet exercice dans les pays ACP. Il s'agit notamment de la faiblesse des capacités institutionnelles nationales par rapport au rôle majeur de pilotage qu'elles devraient jouer, ainsi que de l'absence de réforme de la fiscalité locale qui devrait permettre les transferts financiers vers les nouvelles collectivités et ainsi les doter des moyens d'action nécessaires. Il y a également parmi les contraintes, la faiblesse du lien entre les niveaux de planification nationale et régionale pour mieux définir les responsabilités pratiques.</p> <p>L'appui au développement des capacités des acteurs non étatiques (ANE) prévu en 2004 va contribuer à faciliter une plus grande implication de ceux-ci dans le <b>processus de décentralisation</b> administrative pour rapprocher le centre de décisions administratives et économiques vers davantage des populations.</p> |
| Sierra Leone | Mention to the national decentralisation policy: <i>Governance and institutional reform: As the legal basis for the <b>decentralisation policy</b>, the Local Government Act was adopted by Parliament in January 2004, and local government elections are scheduled for 22 May 2004. Implementation of this policy is expected to bring about a major shift in the overall governance structure of the country, resulting in more popular participation in public affairs at district level, improved delivery of social services and increased accountability of elected councillors towards their constituents.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Tanzania     | <p>In section 2. The policy agenda of Tanzania there is a reference to the effort to improve service delivery through a Local Government Reform: <i>The heart of the <b>Local Government Reform Programme</b> is the drive to improve <b>service delivery by local government authorities</b>.</i></p> <p>There is a mention of introducing a computerized accounting system to local authorities in Section 3 Macroeconomic performance – Results and policy commitments: <i>A major step forward has been taken with the introduction of a computerized accounting system which has been rolled out to all of central government and is in the process of being introduced in <b>local authorities</b>.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Uganda       | There is no mention to EC related to decentralisation/local governance/local authorities!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

### 1.3 Information related to the implementation of EC programme & Performance appraisal

Table 3: MTRs: Decentralisation or governance issues in parts related to the implementation of the EC strategy

| Country | Mention to decentralisation or local governance issues                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin   | <p>Overall, decentralisation appears regularly in the MTR sections related to the EC strategy</p> <p>4. Etat d'avancement De La Mise En Œuvre Du Programme Communautaire De Cooperation &gt; 4.1 Infrastructures des transports &gt; 4.1.1 Résultats obtenus: <i>Par ailleurs le développement du processus de <b>décentralisation de la réhabilitation et de l'entretien des pistes rurales</b> se réalise progressivement, les ressources du Fonds Routier ont régulièrement augmenté grâce à la mise en place de postes de péage et à la hausse des recettes sur les carburants, les activités d'entretien courant du réseau routier bitumé ont progressivement été transférées au secteur privé et le tissu des PME nationales en mesure d'effectuer ce genre de travaux s'est étoffé.</i></p> <p>4.2. Santé &gt; 4.2.2 Progrès réalisés dans les activités : <i>Par ailleurs dans le cadre de la mise en œuvre du Programme d'Appui au Secteur de la Santé (8ème FED) la mise en place de l'Assistance Technique (AT), a été réalisée en novembre 2003. (...) Les deux axes d'intervention définis sont l'appui institutionnel à la <b>décentralisation des services de santé</b> et le renforcement du partenariat entre les secteurs public et privé.</i></p> <p>4.4 Appui à la bonne gouvernance : <i>La décentralisation, la réforme de la justice et la lutte contre le trafic d'enfants sont des priorités du gouvernement et font l'objet d'interventions communautaires: - appui à la mise en place d'une administration communale capable d'améliorer les services rendus aux populations et renforcer les capacités de l'Etat de soutenir le processus de décentralisation. Le programme de la CE (PRODECOM) se développe favorablement concernant l'appui aux communes, avec des demandes d'intervention et de formation</i></p> <p>4.7 Autres instruments: <i>Plusieurs instruments de coopération sont mis en œuvre au Bénin: Lignes budgétaires: Le montant global des financements des huit projets sur les lignes « Cofinancement ONG »(6 projets), « <b>Coopération Décentralisée</b> » (1 projet) et « Démocratie, Droits de l'Homme » ( 1 projet) s'élève à € 3 234 807.</i></p> |

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <p>7. Considerations especiales: <i>Les deux dernières années ont permis, à l'occasion d'élections législatives et locales de constater une volonté de réforme avec la <b>décentralisation</b> et la validation d'un DSRP, point de référence pour les bailleurs. C'est dans cette perspective positive que la société civile joue son rôle ainsi que les médias qui bénéficient d'une grande liberté et que se profile la prochaine élection présidentielle de 2006.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Kenya            | <p>Overall, decentralisation appears regularly in the MTR sections related to the EC strategy. In one case, it is related to the health sector.</p> <p>The review only mentions that the EC is supporting decentralisation outside the focal sectors but interestingly, it relates decentralisation to the health sector: <i>Ongoing activities are aimed at supporting democratic governance, NSAs, institutional capacity development of the NAO's office, the <b>décentralisation of health services</b>, the tourism sector, the preservation of cultural heritage and institutional capacity relating to the EPA-trade negotiations. Progress in the implementing of programmes outside focal sectors picked up during 2003, with major programmes (Democratic Governance, District Health Services, Northern corridor roads) starting implementation after lasting blockages.</i></p> <p>A short description of the Local Government support programme within EDF is provided in section 5. Programming perspectives for the following years: <i>For rural development and agriculture, decisions are expected on several projects in 2004: - <b>The Local Government</b> support programme (€21m), to be presented to the EDF Committee by mid-2004, is designed as a complementary support to the ongoing Kenyan <b>Local Government Programme</b>, which is re-building the capacity of Local Administrations (LAs) as service providers following their long period of marginalisation in the <b>local development process</b>. This is implemented through the Local Authority Transfer Fund, which is granted by central government to LAs on the condition that they first elaborate a Local Authority Service Delivery Action Plan in close consultation with their communities.</i></p> <p>According to Section 6. Performance appraisal &gt; 6.2. Criteria II - Kenya's sectoral and macroeconomic performance (b) Rural development and agriculture, the government is very committed to decentralisation issues: <i>In addition, the issue of strengthening the role of the <b>Local Government</b> in rural development, a key element of the KRDS, is seen as a priority for the GoK. This includes increased functional responsibility and resources for LAs as well as the promotion of community-driven development. The GoK's main operation in this field is the "Kenyan <b>Local Government Reform Programme</b>" (KLGPR) whose objective is to rebuild the capacity of LAs as service providers, and to promote accountability, recognising that the fight against poverty in rural areas cannot merely rely on central administration. The KLGPR also recognises that <b>local government</b> is in the best position to respond to local needs, to work with local communities, to plan local development activities, to coordinate interventions in different sectors implementing development programmes, and to deliver local services efficiently.</i></p> |
| Madagascar       | <p>There is no mention to EC related to decentralisation/local governance/local authorities!</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Papua New Guinea | <p>The only reference to the local level is related to peace consolidation in section 4. State of play in implementation of EC-co-operation programme: <i>In 2002, an EU conflict prevention mission funded by RELEX was sent to PNG and Bougainville. The mission's report highlighted the fact that ethnic tensions were more serious in the Southern Highlands than in Bougainville and more attention should be paid to this region. It also recommended, among other things, capacity building of <b>local and provincial administrations</b> in Bougainville to assist in peace consolidation.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Rwanda           | <p>Overall, the topic decentralisation is mentioned regularly in reference to the EC support, although it is no focal sector of the EC strategy. Achievements are insufficient to far.</p> <p>A short description of EDF support for the decentralisation programme is provided in section 4. State of play in implementation of the EC-cooperation program): <i>Major commitments worth a total of €35 million were made under the 9<sup>th</sup> EDF for faster support and disbursing programmes, e.g. the 9 EDF <b>Decentralised</b> Programme for Rural Poverty Reduction (<b>DPRPR</b>) and STABEX interventions, in order to recapitalise the rural world and to re-launch the rural economy. However, both in the implementation phase of on-going programmes and the planning phase of the 9th EDF, coordination problems with the technical ministries have occurred and should be addressed by the Government.</i></p> <p>A mention to the fact that there is only little progress in the decentralisation process (in section 4. State of play in implementation of the EC-cooperation program): <i>In terms of the implementation of sectoral policy commitments, little progress was made either in relation with land reform, environmental policy (implementation of the National Environmental Law and Policy), the establishment of a Rwanda Environmental Agency, of micro-finance schemes and <b>décentralisation</b>.</i></p> <p>In section 6. Performance appraisal &gt; 6.2. Criteria II: Sectoral and macroeconomic performance &gt; 6.2.1 Rural development, there is a mention to the fact that there is negligence in the link between decentralisation and sectoral strategies: <i>There is uncertainty and negligence with regard to the link between the sectoral strategies and the <b>décentralisation</b> aspect, the implementation of some activities having been <b>(re)centralised</b>. The way sectoral policy commitments have been carried out must therefore be rated as insufficient.</i></p> <p>In section 6. Performance appraisal &gt; 6.2. Criteria II: Sectoral and macroeconomic performance &gt; 6.2.3 Good Governance, there is a mention of the EC support to decentralisation related to the support of Good Governance: <i>Good governance is not a focal sector of the NIP but important EC support is provided in areas such as the judiciary, the National Assembly, <b>décentralisation</b>, Gacaca, etc. In general, Rwanda has traditionally a highly controlled public administration, both centrally and in the provinces and districts. Public management is rigorous, sometimes to the point of crowding out non-state activity. Since 1994 the Government has however faced severe capacity shortages in</i></p>                                                                                                                                                                                                            |

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | <p>the public sector and has embarked on a major programme of public service reform including the reduction of staffing numbers, and capacity building at <b>decentralised level</b>. The attached institutional performance assessment can be a useful tool to identify governance-related issues for further policy discussion and identification of needs and priorities for institutional support programmes (see annex 1).</p> <p>There is an unspecific mention to the promotion of civil society within the decentralisation policy in section 6. Performance appraisal &gt; 6.2 Criteria II: Sectoral and macroeconomic performance &gt; 6.2.4 Performance of non-state actors: <i>The PRSP emphasises the commitment of the state to implicate the population in the decision-making processes, in particular in the implementation of the <b>decentralisation policy</b>, which promotes the role of the grass-roots communities.(...) The Law on Non-Profit Organisations, underlines that the major function of the NGO's is "supporting the policy and the efforts of the Government in the framework of sustainable development", in particular concerning the <b>decentralisation policy</b>.</i></p>                                                                                                                                                                                                                                                                                               |
| Senegal      | <p>A whole section is available on decentralisation and local development.</p> <p>4.5. Actions de promotion économique au niveau local, décentralisation et développement local &gt; 4.5.1. Résultats obtenus<br/><i>La mise en œuvre de la politique de décentralisation adoptée en 1997 se heurte à un certain nombre de contraintes. Au niveau national, les capacités institutionnelles sont faibles au regard du rôle central de pilotage que ces institutions sont appelées à jouer. Aussi bien la mise en œuvre de la fiscalité locale que les transferts financiers vers les collectivités locales sont encore trop insuffisants et lents à réaliser. En outre, le lien entre les niveaux de planification nationale et régionale reste faible, et les ressources humaines et techniques propres aux collectivités locales apparaissent insuffisantes dans la plupart des cas.</i></p> <p>4.5.2. Progrès réalisés dans les résultats<br/><i>Les constats précédents expliquent largement le faible niveau actuel de décaissement des ressources prévues par le 8e FED en appui budgétaire pour la réalisation d'infrastructures par les collectivités locales.</i></p>                                                                                                                                                                                                                                                                                                                                     |
| Sierra Leone | <p>Overall, EC support to decentralisation is mentioned regularly in the MTR. Decentralisation found its way in national policy and several measures are currently ongoing due to EC support.</p> <p>A mention to a major achievement in the Section 4. State of implementation of the EC cooperation, but it is not clear whether this is directly related to the EC support.<br/><i>Results achieved. (...) Governance &amp; Institutional Support: In terms of policy, Sierra Leone is committed to institutional reform, decentralisation and the improvement of governance. With regard to implementation of these policies, progress appears to be mixed, however. One major achievement was the preparation, and adoption by Parliament in January 2004, of the <b>Local Government Act</b>.</i></p> <p>A mention (in section 6. Performance appraisal &gt; Criterion II: Country's sector performance) to the fact that the EC support to Good governance and institutional strengthening was insufficient during the period covered. More is planned in this sector for the upcoming period. (...) Institutional Support &amp; Good Governance: Insufficient. EC support is marked by delays regarding the implementation of remaining 8<sup>th</sup> EDF-funded projects. Several 9<sup>th</sup> EDF measures are currently under preparation and will lead to financing decisions in 2004 (technical cooperation facility, <b>support for local elections, local government capacity building</b>).</p> |
| Tanzania     | <p>There is no mention to EC related to decentralisation/local governance/local authorities!</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Uganda       | <p>Overall, the key role of decentralisation is emphasised, but there are no references to any concrete implementation or achievements.</p> <p>There is a mention of the EC support in decentralisation in the executive summary: <i>The EC is a major donor in Uganda. It is mainly active in transport, health and education, rural development and <b>decentralised co-operation</b>.</i></p> <p>The key role of decentralisation related to rural development is mentioned twice in the section 4. State of play in implementation of EC cooperation programme &gt; 4.3 Rural Development: <b>Decentralisation</b>, together with the Plan for Modernisation of Agriculture (PMA), provides the strategic and operational framework for sustainable rural development and agricultural transformation to ensure equitable economic growth and poverty eradication.(...) <b>Decentralisation</b> and land policy are key targets in the intervention framework of the agricultural support policy.</p> <p>There is a budget related mention of the EC support for decentralisation in section 5. Programming Perspectives: <i>A <b>programme to support decentralisation</b> (€10 million) and another for Rule of Law, governance and Human Rights were due for decision at the end of 2004.</i></p>                                                                                                                                                                                                           |

## 2 Analysis of Joint annual reviews

### 2.1 Introduction

The Joint Annual Reports are documents produced by the different EU delegations located in the ACP countries. It is the tool that helps the EC and the partner governments to jointly follow up the implementation of the EC cooperation strategy in the country.

The following table summarizes the documents available analysed for each country of the sample for the desk study.

*Table 4: Overview of scrutinised documents for the JARs analysis*

| Country                        | Region        | 9 <sup>th</sup> EDF JAR available  | 9 <sup>th</sup> EDF JAR analysed | 10 <sup>th</sup> EDF JAR analysed |
|--------------------------------|---------------|------------------------------------|----------------------------------|-----------------------------------|
| Benin                          | Africa        | 2002, 2003, 2006, 2007             | 2007                             | -                                 |
| <b>Cambodia</b>                | Asia          | n/a                                | n/a                              | n/a                               |
| <b>Colombia</b>                | Latin America | n/a                                | n/a                              | n/a                               |
| Congo (Democratic Republic of) | Africa        | 2004, 2007                         | 2007                             | 2008                              |
| <b>Guatemala</b>               | Latin America | n/a                                | n/a                              | n/a                               |
| <b>Haiti</b>                   | Caribbean     | 2002, 2004, 2006                   | 2006                             | -                                 |
| <b>Honduras</b>                | Latin America | n/a                                | n/a                              | n/a                               |
| <b>Jordan</b>                  | ENP           | n/a                                | n/a                              | n/a                               |
| Kenya                          | Africa        | 2003, 2006, 2007                   | 2007                             | -                                 |
| <b>Lebanon</b>                 | ENP           | n/a                                | n/a                              | n/a                               |
| Madagascar                     | Africa        | 2002, 2003, 2004, 2007             | 2007                             | -                                 |
| Mali                           | Africa        | 2002, 2003, 2004, 2007             | 2007                             | -                                 |
| <b>Nicaragua</b>               | Latin America | n/a                                | n/a                              | n/a                               |
| <b>Papua New Guinea</b>        | Pacific       | 2002, 2003, 2004, 2007             | 2007                             | 2008                              |
| <b>Peru</b>                    | Latin America | n/a                                | n/a                              | n/a                               |
| <b>Philippines</b>             | Asia          | n/a                                | n/a                              | n/a                               |
| Rwanda                         | Africa        | 2002, 2006, 2007                   | 2007                             | 2008                              |
| Senegal                        | Africa        | 2002, 2006, 2007                   | 2007                             | -                                 |
| Sierra Leone                   | Africa        | 2002, 2003, 2004, 2005, 2006, 2007 | 2007                             | 2008                              |
| South Africa                   | Africa        | -                                  | -                                | -                                 |
| Tanzania                       | Africa        | 2002, 2003, 2004, 2007             | 2007                             | 2008                              |
| Uganda                         | Africa        | 2003, 2004, 2007                   | 2007                             | 2008                              |

## 2.2 Information related to the section on Dialogue with Local Authorities section

Table 5: JARs: Overview of sections on Dialogue with Local Authorities

| Country                        | Mention to decentralisation or local governance issues – 9 <sup>th</sup> EDF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Mention to decentralisation or local governance issues– 10 <sup>h</sup> EDF                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin                          | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | N/A                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Congo (Democratic Republic of) | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | YES but no specific reference to local local authorities!<br>2.6. Dialogue avec le parlement, des autorités locales et les ANEs                                                                                                                                                                                                                                                                                                   |
| Haiti                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | N/A                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Kenya                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | N/A                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Madagascar                     | YES<br>6. Dialogue dans le pays avec les ANE's, les autorités locales et les Parlements nationaux :<br><i>La participation des ANEs, des autorités locales et du parlement à la programmation s'est intensifiée durant l'année 2007. Les mêmes partenaires ont participé activement à la mise en œuvre des projets / programmes, et ils ont été associés aux différentes revues opérationnelles des activités FED : - Le dialogue apparaît également lors d'ateliers nationaux ou régionaux qui aboutissent à la création de plates formes de concertation (atelier régional de la vanille à Antalaha, de juin 2007, qui, réunissant le Ministre de tutelle, le Chef de région, des Maires, des parlementaires et 250 acteurs de la filière, a créé la plateforme de concertation régionale de la vanille. -Des regroupements régionaux, dans le cadre du programme ACORDS, sont nés à partir des ateliers sectoriels auxquels participent les ministères (décentralisation, éducation, santé, eau potable, pistes rurales...) et les acteurs locaux et régionaux. Ces regroupements aboutissent à une meilleure compréhension des processus de développement et de décentralisation et du rôle des investissements communaux et intercommunaux.</i> | N/A                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Mali                           | YES<br>6. Dialogue dans le pays avec l'ON et les ANE, les autorités locales et les Parlements nationau x:<br><i>Dans le cadre du groupe thématique <b>décentralisation/réforme de l'Etat</b>, dont la Délégation est chef de file, un dialogue ouvert s'est instauré avec les acteurs <b>de la décentralisation</b>. Il s'agit principalement de l'association des maires du Mali (AMM), de l'association des Collectivités Cercles et Régions du Mali (ACCRM). Par ailleurs, le Panel <b>de la décentralisation/réforme de l'Etat</b>, le Conseil National d'Orientation et le Conseil d'Administration de l'ANICT, auxquels la DCE participe activement, sont des lieux privilégiés du dialogue politique avec des élus <b>des autorités locales</b>.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | N/A                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Papua New Guinea               | YES<br>6. Dialogue in country with the NSAs, local authorities and the national parliaments: <i>Opportunities also exist to cooperate with donors in supporting the role of NSAs in the <b>decentralisation process</b> at provincial and district levels</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | YES but no specific reference to local local authorities!<br>3.5 Dialogue in country with the national parliament, local authorities and NSAs                                                                                                                                                                                                                                                                                     |
| Rwanda                         | YES<br>6. Dialogue in-country with the NSAs; local authorities and the national parliament:<br><i>Del Rwanda was the first Delegation to launch a call for proposals under the new EIDHR Country Based Support Scheme, in December 2007 (EIDHR/126372). The deadline for submission of concept notes is 27/02/2008. It also proceeded with a consultation of civil society on priorities for the forthcoming call for proposals for actions in Rwanda under the "Non-State Actors and <b>Local Authorities in Development</b>" new budget line over December 2007/January 2008 (The call was launched on 22 January 2008). In February 2008 the Delegation will organise an information seminar</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | YES<br>4. Dialogue in-country with the NSAs; local authorities and the national parliament:<br><i>Rwandan NSAs were also consulted on priorities for the 2008 Call for proposals for actions in Rwanda under the "Non-State Actors and <b>Local Authorities in Development</b>" new budget line over December 2007/January 2008, and on the 12009-2010 priorities for the European Instrument for Democracy and Human Rights.</i> |



|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | regarding the two different calls for proposals and a further workshop is previewed for later in the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Senegal      | YES but no specific reference to local local authorities!<br>7. Dialogue avec les acteurs non etatiques, les autorités locales et le parlement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Sierra Leone | YES<br>6. Dialogue in country with the NAO and NSAs: <i>The relations of the Delegation with the NAO are generally good. The Delegation has launched regular monthly meeting with the NAO office aiming at closer cooperation and exchange of information. The cooperation with the NAO is influenced by low capacity of the office and Delegation staff has to substitute in many cases the work of the NAO.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | YES<br>3.6 Dialogue in country with the national Parliaments, local authorities and NSAs (ECD): <i>In 2008, dialogue (including information and training) with the Local Authorities, district and city councils was mainly channelled through the EC support to the elections, the decentralisation project, and the preparations of other 10th EDF projects such as the Freetown Development Plan ( part of AAP 2009).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Tanzania     | YES<br>6. Dialogue in country with NSAs, local authorities and the Parliament. (...) <i>zonal workshops were held for NSAs and Local Government in 2006 on the history of EC-ACP cooperation, on the Cotonou Agreement and role of NSAs therein, and on EC-TZ cooperation. At country level the last three years have seen more attention to the involvement of civil society in most policy dialogue. In isolated cases, Government officials, especially, at Local Government level, hesitate to embrace open and frank participation of civil society in policy development and monitoring. (...) In February 2007 the EC Delegation and the NAO held a joint seminar for the Finance and Economic Committee of Parliament. This sensitization seminar was the first of its kind. The objective of the seminar was to sensitize them on the benefits of Tanzania EC cooperation, particularly, financial support, trade and investment and political cooperation. The aim was, therefore, to inform the Committee Members on what the EU does in Tanzania. (...) In 2007, the EC supported the Local Government Authorities through the EDF programme of support to the Local Government Capital Development Grant System. This basket funded programme provides discretionary financial support to capital development and capacity building in all Local Government Authorities, provided the qualification of the LGA to a set of minimum conditions set by the GoT. These funds are thus available to the LGAs, who will do the programming of the funds based on a participatory needs assessment exercise.</i> | YES but no specific reference to local local authorities!<br>2.6 Dialogue in country with the National Parliaments, Local Authorities and Non State Actors: <i>Contacts between the EC Delegation and the Parliament were strengthened in 2008. The fact that the EC Delegation is the lead agency for the Deepening Democracy Programme with Parliament does facilitate these contacts.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Uganda       | YES - 7. Dialogue in country with national Parliaments, local authorities and the national Parliament <i>Dialogue with non state actors, local governments and the national parliament takes place in Uganda mainly in the context of existing cooperation in the governance area. The 9<sup>th</sup> EDF Civil Society Capacity Building Programme has provided a platform for dialogue among the EC, the GoU and civil society for example on the priorities for the 10<sup>th</sup> EDF programming, trade issues and on the national policy framework for civil society action. The 9<sup>th</sup> EDF Support to Decentralisation Programme supports dialogue between the central government and local governments, training of local councillors countrywide, specific capacity building in up to 19 partner districts, and builds capacity of citizens on 'downwards accountability' and local governance. The programme also supports the Uganda Local Government Association (ULGA) which provides a platform for dialogue with local authorities in the country. Thematic budget line 'non state actors and local authorities' will complement these efforts.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                             | YES<br>2.6. Dialogue in country with national Parliaments, local authorities and NSA: <i>Dialogue with non state actors, local governments and the national parliament takes place in Uganda mainly in the context of existing cooperation in the governance area. The closing 9<sup>th</sup> EDF Civil Society Capacity Building Programme has provided a platform for dialogue among the EC, the GoU and civil society, for example on the priorities for the 10<sup>th</sup> EDF programming, trade issues, and on the national policy framework for civil society action. The 9<sup>th</sup> EDF Support to Decentralisation Programme supports dialogue between the central government and local governments, training of local councillors countrywide, specific capacity building in up to partner districts, and builds capacity of citizens on 'downwards accountability' and local governance. The programme support to the Uganda Local Government Association, which provides a platform for dialogue with local authorities including new local party representatives, has started. Four NGOs have been contracted to support the role of NSAs in monitoring service delivery in pilot districts. Thematic budget line 'Non State Actors and Local Authorities' complement these efforts.</i> |

## 2.3 Information related to the National context part(s)

Table 6: JARs: Decentralisation or governance issues in National context part

| Country                        | Mention to decentralisation or local governance issues – 9 <sup>th</sup> EDF                                                                                                                                                                                                                                                       | Mention to decentralisation or local governance issues– 10 <sup>th</sup> EDF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin                          | n/a                                                                                                                                                                                                                                                                                                                                | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Congo (Democratic Republic of) | n/a                                                                                                                                                                                                                                                                                                                                | <p>1. La performance du pays&gt;1.1. Mise à jour de la situation politique et de la gouvernance politique&gt;1.1.3. Orientations stratégiques:<br/> <i>Même si certaines avancées doivent être notées dans le domaine de la gouvernance (notamment dans le domaine des investissements publics et mise en place d'institutions de lutte contre la corruption), la gouvernance présente toujours des limites importantes, notamment dans les domaines suivants: mise en œuvre de la législation, transparence, responsabilisation des individus et des institutions et impunité, <b>décentralisation</b>, passation des marchés publics, recettes pétrolières, et la lutte contre la fraude et la corruption. Au vu de l'état d'avancement (insuffisant) sur les déclencheurs de l'initiative PPTTE, il semble peu probable que le Congo parvienne à atteindre le point d'achèvement comme il le souhaiterait en Juin 2009 (ce qui permettrait de libérer une grande partie de sa dette extérieure). L'administration congolaise reste peu efficace pour plusieurs raisons, dont notamment : les textes réglementaires et les formalités qu'elle est chargée de mettre en application sont souvent lourds et inadaptés ; le personnel est insuffisamment formé et motivé. De plus, une très forte concentration des pouvoirs au sein de l'exécutif et une absence de séparation des pouvoirs empêchent le législatif et judiciaire d'exercer efficacement leur mission de contre-poids démocratique. Bien que le gouvernement ait mis en place en 2007 une Commission nationale de lutte contre la corruption, la concussion et la fraude ainsi qu'un Observatoire anti-corruption (dans le cadre de l'initiative PPTTE avec les institutions du Bretton Woods), les résultats ne sont pas encore visibles. En effet, aucune sanction ou ouverture judiciaire n'a été instruite par la justice. A ce jour, il n'y a pas eu une seule dénonciation déposée à la Commission. En conséquence, la corruption a tous les niveaux et dans tous les domaines reste très alarmante et semble se pratiquer en totale impunité. L'arrestation en février 2009 de 8 hauts fonctionnaires soupçonnés de corruption dans le cadre de la passation d'un marché travaux public peut être considérée comme une petite avancée.</i><br/>           (...)<br/> <b>La décentralisation administrative s'organise peu à peu. Par exemple, après Dolisie, Pointe Noire, Impfondo, Owando, c'est au tour de Brazzaville de bénéficier du programme de "municipalisation accélérée", c'est-à-dire d'un plan et de fonds pour la réhabilitation des infrastructures urbaines. Ce programme de deux ans a débuté en 2008. La forte centralisation des questions budgétaires et la fidélité des mandataires départementaux aux responsables nationaux limitent ne permettent pas d'avancées significatives du processus de <b>décentralisation</b>.</b></p> |
| Haiti                          | No mention                                                                                                                                                                                                                                                                                                                         | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Kenya                          | No mention                                                                                                                                                                                                                                                                                                                         | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Madagascar                     | 1. Mise à jour de la situation politique, économique et sociale>1.1 Mise à jour de la situation politique:<br><i>La nouvelle constitution, adoptée par 75% de « Oui » à partir d'un taux officiel de participation de 45% consacre l'existence des 22 régions en remplacement des 6 provinces, accorde une place significative</i> | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <p>aux collectivités territoriales <b>décentralisées</b> (les régions et les communes) tout en réhabilitant le rôle des Fokontany comme échelon administratif de base, fait de l'anglais une des langues officielles et supprime le caractère laïc de l'Etat. La fonction exécutive sort probablement renforcée par rapport à la fonction législative qui est exercée par l'Assemblée nationale et le Sénat dont la durée des sessions et l'immunité des membres ont été réduites.</p> <p>1.3 Mise à jour de la situation de pauvreté et la situation sociale: Le gouvernement malgache accorde une importance capitale à la gestion rationnelle des ressources en eau. La stratégie relative à l'eau s'est mise en place en plusieurs étapes. Afin d'assurer une meilleure gestion et une répartition équitable de l'eau, l'Autorité Nationale De l'Eau et de l'Assainissement (ANDEA) a été mise en place en 2003. Installée au niveau de chaque région, elle assure la Gestion Intégrée des Ressources en Eau mais aussi le développement rationnel du secteur de l'eau et de l'assainissement. La Plateforme nationale Diorano-Wash, mise en place avec l'appui de USAID, a initié un projet d'amélioration de l'hygiène. En 2007, le Diorano-Wash est installé dans sept Régions. Son premier objectif est le changement des comportements. Opérant au niveau des collectivités territoriales <b>décentralisées</b>, Diorano-Wash travaille étroitement avec les Ministères de la Santé et du Planning Familial, de l'Education nationale, de l'Energie, les partenaires techniques et financiers ainsi que la société civile et le secteur privé.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Mali             | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Papua New Guinea | <p>1. Update of the political, economic and social situation &gt; 1.1 Update on the political situation: Government Effectiveness - Despite some important changes in <b>decentralisation</b> including an increase in government funding, the executive arm of government remained generally weak in terms of delivering services to the people. This is not to say that all districts are weak, there are some exceptional districts performing well such as Rabaul and Kokopo districts in East New Britain. As a result of the above, politicians were under pressure from their voters to deliver services thus resulting in a situation where they become legislators and implementers. The issue of greater autonomy 8: better representations has been aired several times during 2007 with the government indicating that it would surely look into these areas, especially in regard to establishing new electoral boundaries and creating new electorates since population has increased and people feel that they are not being fairly represented thus resulting in less or very little service delivery. A few provincial governments have even proposed to have similar autonomy as Bougainville and this has been presented in parliament on several occasions.</p>                                                                                                                                                                                                                                                                                                                                                                         | <p>2. Country performance &gt; 2.1 Update on the political situation and political governance: <b>Local Level Government Elections</b> – After the 2007 National Elections, the Local-Level Government Elections took place from April- June 2008. The Elections were conducted under the Limited Preferential Voting System (LPV). Out of the 19 provinces, only eleven provinces elected their Local-Level Government Presidents directly whilst the rest have voted their Ward Councilors who then voted their presidents. Lobbying for the Council Presidents in the other 8-provinces intensified especially in the Highlands and resulted in violence. However, the amendment to the Organic Law on Provincial &amp; Local Level Governments allowing only the Members of Parliament to be Provincial Assembly members prevented the Presidents from participating meaningfully. The amendment defeated the spirit of the decentralisation of powers under the Organic Law on Provincial &amp; Local Level Governments.</p> <p><b>Financial Support to Decentralisation:</b> Under the Organic Law on Provincial and Local-level Governments, power has been <b>decentralized</b> in 1995. However, lack of funding and institutional support from the National Government has been an on-going concern. Over the last three years, the Government has allocated substantial amount of funds to the Provinces and Districts to build their capacity under the District Service Improvement Program.</p> <p><b>Public Sector Reform Strategy (2008-2012)</b>- This strategy came into force in 2008 and focuses to address poor service delivery challenges through two strategic goals: (1) Improving the delivery of basic services to districts, <b>local level governments</b>, wards and communities; and (2) Supporting service delivery by creating a performing and affordable Public Sector, including identifying other innovative mechanisms to support service delivery more effectively. This plan is one of the major pillars of the Government's Long Term Strategic Plan 2010- 2050.</p> <p><b>Improving Governance and Accountability</b> - In 2008, the Department of Personnel Management (DPM) delegated certain powers and responsibilities of managing human</p> |

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | resources to Government Department under its <b>devolution</b> program. Among other reasons, the <b>devolution</b> program is to reduce red tape in the selection and recruitment process and quick structural and management adjustments in response to immediate needs. The Government is also committed to improving governance and accountability at the <b>lower levels of government</b> .                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Rwanda       | <p>1. Update of the current political, economic and social situation &gt; Update of the Political Situation &gt; Institutional Development:<br/>The administrative reform is now complete and a <b>substantial decentralisation process</b> is being implemented, with the districts having increased responsibilities. All district development plans have been approved in 2008.</p> <p>1. Update of the current political, economic and social situation &gt; Update on the Poverty and Social Situation:<br/>The <b>decentralisation process</b> continues to be a key element of the development strategy of Rwanda. All the district development plans were approved by August 2007, the district capacity building plans will be finalized early 2008. Funding through the CDF has improved in quantity and quality.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Senegal      | <p>2. BILAN DE LA SITUATION POLITIQUE, ECONOMIQUE ET SOCIALE&gt;2.2. SITUATION ECONOMIQUE:<br/>En ce qui concerne les réformes budgétaires et financières, la gestion axée sur les résultats a été renforcée. <b>La décentralisation</b> du Budget Consolidé d'Investissement (BCI) pour les Ministères de l'Education et de la Santé sera renforcée par une augmentation du budget <b>décentralisé</b> aux deux secteurs et l'élargissement du champ des collectivités locales. Le logiciel SIGFIP va être étendu à la phase de paiement de la chaîne de la dépense permettant ainsi une meilleure visibilité sur le suivi des instances de paiements</p> <p>2.3.SITUATION DE PAUVRETE ET SITUATION SOCIAL:<br/><b>Décentralisation</b> : Le montant du fonds de dotation à la décentralisation (FDD) a connu une hausse, passant de 12,3 en 2006 à 13,3 milliards de FCFA en 2007. L'objectif est de faire évoluer ce fonds à plus de 15 milliards de FCFA en 2008. Le Fonds d'Equipement des Collectivités Locales (FECL) a également enregistré une augmentation entre 2006 et 2007, en passant de 7 milliards à 10,5 milliards de FCFA.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Sierra Leone | <p>2 Political, economic, social and environmental situation &gt; 2.1 Political situation:<br/><b>Decentralisation</b>: While progress in <b>decentralisation</b> continues, it has slowed down in 2007. This is partly because of the Presidential and Parliamentary elections which took place in the second half of 2007. A number of key issues have not yet been addressed. No progress has been made on the pressing issues regarding career mobility among staff between <b>local councils</b> and central government, and establishing a fiscally sustainable, consistent remuneration structure across the public administration. Moreover, no progress was made under the Chiefdom Governance Reform component of the <b>Decentralisation reform</b>: issues related to chiefdom finance and its implication for <b>local government</b> finance and central government subventions still need to be tackled. As a result of the new government's effort to rationalize Ministries, after elections the <b>Ministry of Local Government and Rural Development</b> (responsible for the <b>decentralisation reform</b>) was merged with the Ministry of Internal Affairs. The effective integration of these two Ministries and its impact will take time to concretize. The new merged Ministry will need to be strengthened to be able to manage the challenges still unresolved of the decentralisation process and to be able to push the reform agenda forward. The issue of sustainability of the <b>decentralisation process</b>, which remains the major governance reform process in the country, will largely depend on the dedication and the leadership of the Government in this politically critical area.</p> <p>2.2 Update of the economic situation:</p> | <p>2. The Country performance &gt; 2.1 Update on political situation and political governance:<br/>The relatively smooth conduct of the <b>Local Government Elections</b> has to be regarded as a further success on the way to the consolidation of a democratic culture in the country. In spite of the critically short timeframe for their preparation in July 2008, the National Electoral Commission (NEC), with the support of the Government and the international community, <b>particularly the EC</b> and DfID, has delivered a remarkable performance.</p> <p>2.3 Update on the poverty and social situation:<br/>As part of the implementation of the <b>Local Government Act</b>, basic education was devolved to local councils thereby increasing community involvement in Cross Cutting Issues</p> |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <i>The <b>fiscal decentralisation</b> process is adding to the challenging agenda of Public Financial Management (PFM) reform – which is a very broad set of reforms being implemented simultaneously with the support of the development partners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Tanzania | 1. Update of the political, economic and social situation > 1.2 Update on the economic situation:<br><i>At the General Budget Support (GBS) Annual Review (AR) of October 2007, Government presented a draft of its new Public Finance Management Reform Programme. In the AR 2006 this reform programme was assessed as unsatisfactory. The revised strategy is considered a substantial improvement. It has a clear strategic focus, addresses many of the observations made by the Controller and Auditor General, reflects the PEFA findings and has a stronger outcome orientation. The overall objective of the revised strategy is to ensure predictable resource flows to financially autonomous and accountable Ministerial Development Agencies (MDAs) and <b>Local Government Agencies</b> (LGAs).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Uganda   | 2. Update of the political, economic and social situation > 2.1.1. Update on the political situation:<br><i>The <b>decentralisation process</b> in Uganda is well advanced with ample powers and service delivery responsibilities formally delegated to Local Governments. However, the local authorities continue to find themselves without adequate funding, including local revenue, to provide the necessary basic services. The creation of new districts (there are now 80 in total) in 2005-2006 has contributed to worsening finances and has created gaps in capacity</i><br><br>2. Update of the political, economic and social situation > 2.1.2 Update on the economic situation:<br><i>In the area of procurement, the establishment of <b>decentralised</b> procurement entities/units complying with the new law has been relatively expeditious. All central government Public Disposal Entities are now compliant and GoU is currently overseeing the same process for all higher local governments (so far, 23% of LG Procurement Disposal Units have been fully established). However, slow progress in the effective enforcement of the PPDA Act on the ground has limited the impact on the quality of public procurement practices.</i><br><br>2.1.2. Update on the economic situation > Quality of management in public finances and budgetary expenses:<br><i>Government's strategy in public finance reform relies, to a large extent, on the gradual computerisation of financial transactions through the implementation of the Integrated Financial Management System (IFMS). Notwithstanding some delays in the early phases of implementation, the system now covers all Ministries and fourteen <b>local authorities</b>, with significant positive effects on the payment cycle and the quality and timeliness of financial accounting and reporting.</i><br><br>2.1.3 Update on the poverty and social situation:<br><i>Human Resources: Human resource capacity in terms of numbers and skills continues to present a special challenge. In light of the <b>decentralisation act</b> of 1997, <b>Local governments</b> recruit most of the core personnel.</i> | 1. The country performance > 1.1. Update of the political situation and political governance:<br><i>The <b>decentralisation process</b> in Uganda is well advancing with responsibilities formally delegated to the <b>Local Governments</b> (LG). However, service delivery by LG is still lagging behind. Initiatives of community and LG rehabilitation in Northern Uganda had significant effect to better LG performance benefiting from the stable and peaceful situation in the North. The local authorities continue to find themselves still without adequate funding, including local revenue, to provide the necessary basic services. The creation of new districts (there are now 80 in total) has contributed to worsening finances and has created wider gaps in district capacity between new remote districts and prosperous districts around Kampala.</i><br><br>1.3 Update on the poverty and social situation:<br><i>Critical issues to be discussed at sector level include the high rates of health workers' and teachers' absenteeism, slow improving quality of service delivery, continued coordination and management problems between <b>central ministries and local governments</b>, and the need for better alignment of budgets with key objectives and activities.</i> |

## 2.4 Information related to the section on Overview of past and ongoing cooperation

Table 7: JARs: Decentralisation or governance issues in parts related to the implementation of the EC strategy

| Country | Mention to decentralisation or local governance issues – 9 <sup>th</sup> EDF | Mention to decentralisation or local governance issues– 10 <sup>h</sup> EDF |
|---------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Benin   | n/a                                                                          | n/a                                                                         |

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |     |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Congo<br>(Democratic Republic of) | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | -   |
| Haiti                             | <p>2. Examen de la cooperation passee et en cours&gt;2.2 Projets et programmes hors concentration&gt;Renforcement des capacites de gestion locale des risques:<br/> <i>La convention de financement pour le programme de «renforcement des capacites de gestion locale des risques» (9 ACP HA 18) a ete signee en decembre 2005. Ce programme vise it renforcer les capacites nationales, tant au niveau central, it travers la Direction de la Protection Civile, qu'au niveau local avec la mise en ceuvre de projets de preparation, prevention et mitigation mis en place par des alliances d'ONG, coordonnees par les autorites decentralisees du ministere de l'Interieur. L'assistance technique a ete recrutee fin 2006. Les premiers ateliers regionaux dans les cinq departements retenus (Nord, Nord-Est, Nord-Ouest, Centre et Sud-Est), ont ete organises par les ONG et les autorites. Ils doivent, desormais, preparer des demandes de financements qui seront octroyees par contrat de subvention it des « alliances », composees d'ONGsur place, sous la coordination de la Direction de la protection civile et des autorites locales. Ce programme est complementaire des projets DIPECHO (preparation aux desastres, supervisees par ECHO) et d'autres intervenants.</i></p> <p>2.4 Autres instruments&gt;Autres: <i>En 2006, la delegation a signe huit (8) contrats de subvention, pour un montant total de 683.439 , avec des ONG locales dans le domaine de la cooperation decentralisee. Ces actions ont ete retenues it la suite d'un appel it proposition et couvrent la gouvernance locale, le developpement local et la decentralisation. Les institutions sont les suivantes : GAFE, OKPK, ANDAH, HSI, GRET, ISC, ADEMA et CARITAS. Cette ligne de financement ne sera pas reconduite en 2007. Elle a cependant permis la constitution d'un reseau d'une vingtaine d'ONG oeuvrant dans le domaine de la decentralisation. La Commission Europeenne dispose ainsi d'un capital important dans le domaine du developpement local decentralise. Cette expertise sera mobilisee dans le cadre de la preparation du IOome FED qui a retenu la gouvernance/decentralisation comme secteur de concentration.</i></p> | N/A |
| Kenya                             | <p>3. Overview of Past and Ongoing GoK-EC Cooperation &gt; 3.1 Focal Sectors &gt; 3.1.1 Rural Development, Agriculture and Environment:<br/> <b>The Rural Poverty Reduction and Local Government Support Programme (RPRLGSP)</b> supports the Government of Kenya's efforts to reduce poverty through support to the demand side of <b>decentralized governance</b> (empowerment of communities) in addition to the supply side (institution building support to <b>local government</b>). The €16 million programme represents the EC's main intervention in the focal area of rural development under the Kenya 9th EDF NIP. This initiative has three Programme Components:</p> <p>a) Support to KLGRP – A Technical Assistance team provides direct support to the KLGRP team, ensuring the transparent and efficient financial management of the Local Authority Transfer Fund (LATF) and improved community participation in <b>Local Authorities</b> (Las).</p> <p>b) Capacity Building to Ministry of Local Government (MoLG), <b>LAs</b> and communities – This support focuses on a number of areas, including financial management and reporting, project management, and community participation.</p> <p>c) Poverty Reduction Fund – A performance-based Poverty Reduction Fund (PRF) has been established to encourage improved compliance with the basic principles of the reform programme and relevant capacity building. The selected projects are mainly in the water and sanitation sector (water systems, sewer systems) and construction and upgrade of markets. Other projects included are construction of roads, health centres, tourism centres and agricultural projects</p> <p>The Programme advocates <b>policy development</b> issues, in the fields of <b>decentralisation</b>, good governance and service delivery performance improvement. Most of the PRF projects funded within this Programme have an environmental impact. In their <b>direct support to LAs</b>, the Programme Managers ensure that the respective LAs deal with these environmental issues appropriately and seek</p>                                                                                                                | n/a |

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
|            | <p><i>the intervention of the environmental monitoring institute, NEMA as required. However, the TA who is supporting the Ministry of Local Government in improving the intergovernmental fiscal transfer systems and financial management of <b>LAs</b>, and who took office in Jan 2007 uncovered significant problems in several <b>Local Authorities</b> and at various stages of project implementation during initial visits.</i></p> <p>3.2 Projects and Programmes outside Focal Sectors:<br/><i>Ongoing activities funded from the 8<sup>th</sup> EDF (and STABEX) relate to, institutional capacity development of the NAO's office, the <b>decentralisation of health services</b>, the tourism sector, and the preservation of cultural heritage and for institutional capacity related to the EPA-trade negotiations.</i></p> <p>3.2.2 Institutional Capacity Building:<br/><i>As per the <b>decentralised</b> operation component, after a slow 2006, a start-up PE ran from November 2006 till 1st of May 2007. Given the D+3 deadline (6 February 2008), two PEs (including support to the NAO office and training activities) were submitted to the delegation before end of January 2008, however both were rejected. Due to the late submission of an agreed version of the PE's, a significant amount of funding is no longer available under the TCF.</i></p> <p>3. Overview of Past and Ongoing GoK-EC Cooperation &gt; 3.3 Utilisation of Resources for Non-State Actors:<br/><i>Support to NSAs and <b>Local Authorities</b> in Development (NSA-LA): Kenya's Thematic Strategy targeting Social Sector and Governance was prepared and submitted to HQ in June 2007. Kenya was allocated €3.375M under the 2007 budget. A consultation with NSAs on the strategy was held Oct/Nov 2007 and preparation for a launch of in-country call for proposals finalised in December 2007. It is expected that from the allocated budget 10 and 15 projects will be funded.</i></p> <p>4. Dialogue in Country with the NAO and NSAs, and Donor Coordination &gt; 4.1 Collaboration between NAO and EC Delegation:<br/><i>Suggestions have been made on how to deal with the above challenges of the institutional set-up, such as <b>decentralisation</b> of certain decision - making powers towards the line ministries, and direct relation for certain operations between staff of the delegation and implementing parties are under consideration, and subject to discussion between GoK and the ECD.</i></p> |     |
| Madagascar | <p>2. Examen de la coopération passée et en cours &gt; 2.2. Secteur de concentration 2 : Développement Rural et Sécurité Alimentaire:<br/><i>Le volet renforcement des capacités s'est développé vers une stratégie d'appui aux communes à travers l'organisation d'ateliers sectoriels et la production d'un ensemble de guides d'appui à l'acquisition d'ouvrage pour tous les secteurs. Ces guides serviront aussi de support aux actions du <b>Ministère de la Décentralisation</b> et de l'Aménagement du Territoire pour l'ensemble du pays.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | n/a |
| Mali       | <p>2. Examen de la coopération passée et en cours &gt; 2.1. Secteurs de concentration et soutien macroéconomique &gt; 2.1.2. Décentralisation - Appui institutionnel:<br/><i>Engagée depuis 1992, la <b>décentralisation</b> est devenue effective depuis les élections communales de 1999 et la mise en place des Collectivités territoriales. La CE est fortement impliquée dans ce secteur qu'elle a d'abord appuyé selon une approche projet, avant d'initier une nouvelle phase par le biais d'un appui budgétaire sectoriel qui s'est concrétisée en 2006 par les premières activités du Programme d'Appui à la Réforme Administrative et <b>Décentralisation</b>. Son objectif global est d'appuyer le Programme de Développement Institutionnel complété par le Document Cadre de Politique Nationale de <b>Décentralisation</b>, dont il a repris les objectifs. L'avantage de cette approche est que les interventions concernent l'ensemble des pouvoirs publics maliens (administration centrale, <b>déconcentrée</b> et collectivités territoriales). Le 9<sup>ème</sup> FED apporte également un appui spécifique aux 3</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | n/a |

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | <p>régions du Nord à travers le projet ADERE qui se place dans la continuité du PACAD et du PMR IV. Il comporte 2 volets distincts mais liés: un appui aux assemblées régionales et un appui aux initiatives communautaires.</p> <p>La concertation entre le gouvernement, la société civile et les bailleurs s'organise à travers le Panel de <b>la décentralisation</b> et du développement institutionnel, sous la présidence des Ministres de la Réforme de l'Etat et de l'Administration territoriale et des collectivités locales, ainsi qu'au sein de la concertation du groupe thématique de PTF « <b>décentralisation</b> et réforme de l'Etat » sous l'impulsion de la DCE en tant que chef de file. Sur base de ces concertations, les PTF estiment que la réussite de la mise en œuvre de la réforme de l'Etat demande une volonté politique forte de l'ensemble du Gouvernement. Une manifestation concrète de cette volonté a été la mise en place du FNACT et la création du Centre National de Formation des Elus. Le Comité de Suivi de la Réforme de l'Etat présidé par le Premier Ministre devrait se réunir régulièrement à partir de 2008.</p> <p>Les principaux défis de <b>la décentralisation</b> et de la réforme de l'Etat en 2008 concernent i) la réforme de la gestion des ressources humaines (adoption du décret relatif aux incitations à la mobilité des fonctionnaires, adoption des cadres organiques des Ministères et de leurs services techniques déconcentrés, la création de la Direction des Ressources Humaines et la Restructuration de la Direction de la Fonction Publique), ii) la clarification des rôles/responsabilités entre les représentants chargés de la tutelle et les élus locaux, particulièrement entre assemblées régionales et gouvernorats, iii) la mise en œuvre effective du nouveau dispositif d'appui technique aux CTs et l'augmentation de la dotation financière de l'Etat dans le dispositif d'appui aux CT et iv) l'insuffisance persistante des ressources des CT (ressources fiscales, transferts de l'Etat) demande une définition précise des modalités pratiques des transferts de ressources aux CT.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Papua New Guinea | <p>2. Overview of past and ongoing co-operation:<br/>Despite being <b>decentralised</b> direct labour operations where the government have to take responsibility, most of 8th EDF projects were managed by technical assistance with full responsibility for project implementation. At the end of their service contracts, this responsibility were simply handed over or dumped to the respective departments without any additional support. In many cases, the funds were badly managed and recovery orders could be issued to the Government which in reality had no practical responsibility during implementation.</p> <p>The three other Financing Agreements, District Town Water Supply, ( 5.6 millions), <b>Support to Decentralisation &amp; Local Level Government</b> (15 millions) and Trade Related Assistance ( 3 millions) were signed in October 2007. The effective implementation of these programmes is envisaged to begin mid 2008. The governance and NSA projects will involve a bottom-up approach where interventions will be proposed by the beneficiaries and supported by grants from the projects whilst the other two will be directly implemented by the beneficiary government departments.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>3. 3 Overview of past and ongoing cooperation &gt; 3.2 Projects and programmes in the focal and non focal areas &gt; 3.2.3 Non Focal Sectors - EDF 9 Projects/Programmes &gt; 3.2.3.5 Support to Districts a: Local Level Government Programme:<br/>The Financing Agreement was signed in October 2007 to support <b>districts and local level governments</b> to strengthen their performance within district administrations. A MOU was signed between the departments, the NAO and the EC Delegation defining the roles and responsibilities of each party. Another MOU was signed on August 2008 between the Department of Provincial and Lower Level Governments, the implementing agency and all the other stakeholders. (...) Implementation of this project is progressing well and satisfactory, and considered one of the best 9<sup>th</sup> EDF projects in so far as implementation is concern.<br/>Conclusion: As the implementing agency and the beneficiaries have no prior EDF experience, the support of the TA especially is urgently required. The NAOS should continue to assist in accounting and procedural issues.</p> |
| Rwanda           | <p>2. Overview of past and ongoing co-operation:<br/>Capacity has yet to meet its full potential in many technical Ministries, agencies and <b>decentralized institutions</b>. The latter has an impact in terms of the time frame and sustainability of our activities implemented at district level. Procurement procedures, particularly for service contracts, continue to pose difficulties, leading to ineligibility of expenditure. This is now being addressed through the establishment of a network of EDF imprest accountants and administrators and the provision of training in the latter half of 2007.</p> <p>2. Overview of past and ongoing co-operation &gt; Rural Development: 9 ACP RW 04 (<b>Decentralised Programme for Rural Poverty Reduction</b>) - The second national Ubudehe campaign was launched early 2007, with a disbursement target of 15 Million euros. Initially, it contributed to the collection of</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>2.3 Projects and programmes in the focal and non focal areas &gt; 2.3.1 Focal sectors &gt; Rural Development:<br/>9 ACP RW 04 <b>Decentralised Programme for Rural Poverty Reduction</b>: The second national Ubudehe campaign was completed in 2008 with an average total disbursement of 15 Million euros. It included one family project and one collective project funded per Umudugudu for all 15,000 villages. In addition, following the UN Public Service Award for the Ubudehe Programme, it was decided to organize a project competition for each of the 416 sectors, and the selected project at each sector level received an extra grant to fund a second collective project. A big celebration meeting chaired by his Excellency Hon Paul Kagame, the President of the Republic of Rwanda, was organized in July 2008 to celebrate the UN Public Service Award and to</p>                                                                                                                                                                                                                                                       |



|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | <p>social data in all villages. This information has influenced the design of the district development plans (approved in August 2007). All the training activities were completed by May. The implementation phase of the campaign is progressing normally, the quality of the village projects has improved and diversity is larger. By the end of the year about 25% of the projects were at an advanced stage, some of them already completed. Financial management and reporting is satisfactory and Ubudehe is appearing as a major <b>contributor to the decentralisation process</b> at grassroots level. However, the financial closure of PE1 has been a significant problem. A large nationwide data collection campaign was organized to collect missing supporting documents. Also a significant amount of late disbursement were identified. Final audit and closure of the PE is expected for the first semester of 2008. All (but one) contracts foreseen under EP2 district have been signed. Implementation goes on normally and should be completed within time limits. The Ubudehe has been nominated late 2007 for the annual UN Public Service Award. The programme has been selected for the final phase of evaluation.</p> <p>2. Overview of past and ongoing co-operation &gt; Thematic Budget Lines: 7 projects focus on rural development issues (agriculture, environment, food security and <b>decentralisation</b>). The Rwanda Delegation launched a Call for proposals under the new EIDHR Country Based Support Scheme in December 2007 (EIDHR/126372) and proceeded to a consultation with the civil society on the priorities for the forthcoming Call for proposals for actions in Rwanda under the "Non-State Actors and <b>Local Authorities</b> in Development" new budget line over December 2007/January 2008 (call was published on 22 January 2008).</p> <p>7. Results &gt; Results in focal sectors and relevant programmes: The 10<sup>th</sup> EDF CSP/NIP was signed. Work started on the preparation of sector budget support programmes for the <b>focal sectors</b>, transport and <b>decentralisation</b>, and a successor general budget support programme which would follow the new MDG-Contract modalities.</p> | <p>announce the list of the 416 awarded projects. Financial management and reporting is still improving and Ubudehe is appearing as a major contributor to the <b>decentralisation</b> process at grassroots level. An evaluation of the Ubudehe programmes should start at the end of 2009.</p> <p>2.4 Other cooperation: Stabex 2008 was devoted to the implementation of the strategy of the Commission redefined in 2007, which envisaged the setting up of the "<b>decentralisation</b>" and "diversification" components. Accordingly, a call for proposals for diversification projects in agriculture was launched. 16 projects were adopted for financing (total amount of € 1.5 M): At the same time, an ambitious program of radical terracing covering 1.694 ha (for € 3,4 M) started in 6 districts under the coordination of RADA (MINAGRI).</p>                                                                                                                                                                                                                                                                 |
| Senegal      | <p>3. Examen de la cooperation passee et en cours&gt;3.1. Secteurs de concentration du 9eme fed&gt;3.1.5. Decentralisation et actions de promotion economique au niveau local (8eme fed):<br/>L'ensemble des projets <b>décentralisation</b> et développement local qui concernait le 8ième FED a pris fin : en septembre 2005 pour le Programme de Soutien aux Initiatives de Développement Local (PSIDEL) et décembre 2007 pour le Programme d'Appui au Développement Local Urbain (PADELU) et le Programme d'Appui aux Régions (PAR). Les rapports de fin d'exécution et de clôture du PADELU sont disponibles. Ceux du PAR sont en cours de finalisation. Le comité de clôture du PAR mis en place par l'ON en relation avec le Ministère Technique a appuyé les régions dans la mobilisation des fonds pour finaliser les activités, ce qui a permis un taux d'exécution du PAR 2 de 88,6%.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Sierra Leone | <p>3 Overview of past and ongoing cooperation &gt; 3.1 Focal sectors (and macroeconomic support) &gt; 3.1.2. Focal Sector 2 - Good Governance and Institutional Support &gt; b) Progress in activities:<br/>The ongoing <b>Decentralisation project</b> (IRCBP – 9 ACP SL 18), implemented through a Trust Fund managed by the World Bank, faced delays in the implementation of key activities in 2007, due, inter alia, to the political campaign of the presidential and parliamentary elections which interfered with some project activities at <b>local council</b> and central government level. The launching of a consultation exercise between donors, Government and <b>decentralized authorities</b> (to take place in early 2008) has been identified as a major action leading eventually to a slight project reformulation to take into account new or refocused axes of interventions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>2. The Country performance &gt; 2.1 Update on political situation and political governance:<br/>The case for civil service reform is becoming stronger than ever as the absence of this reform can be expected to increasingly impede the progress of other donor supported development programmes ranging from <b>decentralisation</b> to emerging sector wide programmes. This is especially the case where, in accordance with Paris Declaration principles, implementation modalities attempt to reduce reliance on Programme Implementation Units (PIUs) and other special arrangements outside of Government mainstream systems, processes and personnel. Reforming state institutions to become more capable or effective - both at the central and <b>local government</b> levels - still remains a major focus for the years ahead.</p> <p><b>Decentralisation</b> is still a major governance reform process in the country. Massive challenges remain. While the Ministry of Finance established a formula-based grants system emphasizing the principles of equity and transparency, its implementation was</p> |

|  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p><i>significantly hampered by poor budget execution by MoF. Moreover, as foreseen by the <b>Local Government Act</b>, the size of <b>allocation from central to local government</b> (vertical allocation) needs to be reconsidered in 2008, together with the re-evaluation of the horizontal allocation of grants between local councils, with the objective of increasing the autonomy of the Councils and improving their revenue mobilization. The challenge is to tightly define the vertical allocation as a percentage of the national budget – it is not the case as of now – so to create a legal obligation to local transfers rather than leaving it to arbitrary GoSL decision. Tensions still remain between LCs and chieftom administrations regarding revenue issues. At present, there is uncertainty about the major revenue sources for local councils, as the Ministry responsible for decentralisation (MIALGRD) is making recommendations – in favour of chieftom administration - outside the legal framework (<b>Local Government Act</b>) that have already reduced the <b>LC's revenue potential and autonomy</b>. Indeed, MIALGRD recommended the allocation of all <b>Local Government Tax revenue</b> for 2008 to the Chieftoms.</i></p> <p><i>The WB IRCBP Project (Institutional Reform and Capacity Building Project) through the EC/DFID Multi Donor Trust Fund will be extended until 2011. This step is very timely and a good example of efficient donor co-ordination. Indeed, as of 2009 the project is actually funding 100% by EC and DFID, management responsibility resting within the WB. However, its success will depend on the dedication and the leadership of the Government in this politically critical area. The issue of sustainability of the project after 2011 is becoming critical. The integration of the functions of the <b>Decentralisation Secretariat</b> of IRCBP (staffed with consultants) into the Ministry is paramount; as it stands now, the MIALGRD is not appropriately organized of sufficiently capacitated to carry out the weight of the <b>decentralisation agenda</b> in the coming years.</i></p> <p><i>Fresh resources, within the 10 EDF are meant to guarantee follow up and continuity possibly promoting an incremental phase of more sectoral and service delivery approach to <b>decentralisation</b>.</i></p> <p><i>2.2 Update on economic situation:<br/>The <b>fiscal decentralisation</b> process is adding to the challenging agenda of Public Financial Management (PFM) reform – which is a very broad set of reforms being implemented simultaneously with the support of the development partners.</i></p> <p><i>3. Overview of past and ongoing projects &gt; 3.3 Projects and programmes in the focal and non focal areas:<br/>The Delegation played an active role in the preparation of the July 2008 <b>Local Government Elections</b>, especially in accompanying the basket fund management for the support of the Elections and proactive participation in the Steering Committee. This was particularly important in light of the critically short timeframe for the preparation of the election by the National Electoral Commission (NEC) and the need to solve budgetary and organisational problems with the UNDP. The relatively <b>smooth conduct of the Local Elections</b> has to be regarded as a success on the way to the consolidation of a democratic culture in the country.<br/>At the initiative of the EC the UNDP managed basket fund has been extended before the end of 2008 for one year until the end of 2009. This allows the use of the remaining funds for long term capacity building of the main electoral management</i></p> |
|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>bodies NEC and PPRC in line with the strategy to allow continuous professionalization instead of punctual support for electoral events</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Tanzania | <p>2. Overview of past and ongoing cooperation &gt; Governance &gt; The 9<sup>th</sup> EDF Non State Actors (NSA) support:<br/> <i>A Swahili TV programme on involvement of civil society at <b>local government level</b> (Tanzania Village setting) which had been produced the preparatory phase was broadcast in October, and so were radio snippets encouraging citizens' engagement.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>2. Overview of past and ongoing cooperation &gt; 2.3.2 Non-focal area support &gt; a. Governance:<br/> <i>Support to the <b>Local Government Grant Scheme</b> (9<sup>th</sup> EDF - 22,700,000 €) <b>Local Governments</b> have been provided resources to implement their development priorities. The progress in the <b>decentralisation</b> process has not been accompanied by the transfer of financial resources to local governments. The program has provided temporary support to <b>local governments</b> and has resulted in minor infrastructural developments such as schools and health posts. Currently discussions between the Government and development partners are ongoing to define how to advance the <b>decentralisation process</b> in the next future.</i></p> <p>2. Overview of past and ongoing cooperation &gt; 2.1 Reporting on the financial performance of EDF resources 2.3.2 Non-focal area support a. Governance:<br/> <i>Support to the <b>Local Government Grant Scheme</b> (9<sup>th</sup> EDF - 22,700,000 €) <b>Local Governments</b> have been provided resources to implement their development priorities. The <b>progress in the decentralisation process</b> has not been accompanied by the transfer of <b>financial resources to local governments</b>. The program has provided temporary support to local governments and has resulted in minor infrastructural developments such as schools and health posts. Currently discussions between the Government and development partners are ongoing to define how to <b>advance the decentralisation process</b> in the next future.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Uganda   | <p>Annex: Financial situation &gt; C. 9<sup>th</sup> EDF: 10. Pr 9 UG 15 – Support to <b>Decentralisation</b>:<br/> <i>After some delays in its initial stages, mainly to do with the procedures for procuring the required Programme Management services, this €10 million programme is now in full implementation. Besides working with the central government competent services, the programme requires close collaboration with the <b>local authorities</b> concerned. The mode of implementation of the programme's activities ensures that maximum benefits to the districts is derived through involving also Non State Actors. In addition, the capacity building aspects, actively pursued under this programme, are of particular importance for its sustainability objective. With a view to compensating for the delays incurred in the mobilisation phase, it is planned to request, in early 2008, a 12 month extension of the operational period of the relevant Financing Agreement.</i></p> <p>Annex: Financial situation &gt; H. Budet lines &gt; NGO Co-Financing:<br/> <i>Uganda received €2 million under the Non State Actors and <b>Local Authorities</b> budget line, and local calls for proposals will be launched in February 2008.</i></p> <p>8. Conclusion &gt; 8.5 Future perspectives of EU-Uganda development Cooperation:<br/> <i>There will be increased efforts to ensure that the above NIP related activities will be appropriately complemented with actions funded under the different available instruments. Civil Society Organisations and <b>Local Governments</b> will be assisted in building up their capacities, so that their chances to obtain access to these financial instruments can be boosted.</i></p> | <p>2.3.2. Non-focal sectors &gt; 9<sup>th</sup> EDF non-focal sectors (10<sup>th</sup> EDF programmes will only start in 2009) &gt; Human Rights, Good governance, and <b>Decentralisation</b>:<br/> <i>The governance field comprises of various key institutions and political processes. The key problem addressed by the 9<sup>th</sup> EDF and the planned 10<sup>th</sup> EDF programmes relates to the limited capacity of government institutions, civil society, and Ugandan citizens to enforce democratic and social accountability as a foundation for good governance.</i></p> <p>2.3.2. Non-focal sectors &gt; 9<sup>th</sup> EDF non-focal sectors (10<sup>th</sup> EDF programmes will only start in 2009) &gt; Support to Decentralisation Programme (9 ACP UG - 15.10 M Euro):<br/> <i>The 9<sup>th</sup> EDF Support to <b>Decentralisation</b> Programme aims to promote institutional capacity development for local governance and sustained service delivery through support to decentralisation institutions in national and <b>Local Government</b> and to civil society active in supporting improved Local Governance. After a change in the implementation modality to directly support the 19 partner districts in mid 2008, the programme provides:</i></p> <ul style="list-style-type: none"> <li>• Capacity building grants to <b>Local Government</b> in line with their District Capacity Building Plans,</li> <li>• Assistance to <b>Local Governments</b> in budget formulation through the Local Government Finance Commission,</li> <li>• Support to improved accountability and monitoring of service delivery through grants to Non State Actors (NSA) and the Uganda Local Government Association.</li> </ul> <p><i>A one year extension of the operational period up to end of 2010 has been approved. The establishment of new districts in Uganda (26 more by 2006 and some 100 expected by end 2009) has had a negative impact on the overall project planning. More important, however, is that the continuous establishment of <b>new Local Governments</b> in Uganda along ethnic, cultural and political lines has caused</i></p> |

|  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p>considerable debate since it reduces <b>resources for local governments</b> as numbers expand and it impacts on core functions services and asset management.</p> <p>2.3.2. Non-focal sectors 9th EDF non-focal sectors (10th EDF programmes will only start in 2009) &gt; Human Rights, Good governance, and <b>Decentralisation</b>:<br/> <i>The governance field comprises of various key institutions and political processes. The key problem addressed by the 9th EDF and the planned 10th EDF programmes relates to the limited capacity of government institutions, civil society, and Ugandan citizens to enforce democratic and social accountability as a foundation for good governance. Sound governance and strengthening of multi-party parliamentary democracy has been prominently subscribed to in the strategic objectives of the 10th EDF CSP. Lessons learnt from past projects have been integrated in the design of the 10th EDF intervention that has taken place in 2008 (Democratic Governance Programme – 12 MEuro). The programme has been aligned with interventions from other EU member around the Deepening Democracy Programme (DDP) and together they provide substantive backing for the democratisation processes before and even beyond the 2011 milestone, the next general elections in Uganda.</i></p> <p>2.3.3 NSA: The EC has actively supported a dialogue between NGOs and Central and <b>Local Governments</b> on the NGO polic, setting for the first time institutional and operational guidelines for GoU –NGO cooperation.</p> <p>2.4.5. Thematic Budget Lines &gt; NGO Co-financing budget line:<br/> <i>The projects financed under this budget line cover a wide range of activities throughout Uganda. The interventions have made quite an impact on the strengthening of civil society, local CBOs and <b>local authorities</b>. They also have contributed a great deal in giving the EC Delegation a better understanding of the difficult <b>conditions in which the local authorities work</b> and of the real needs of the marginalized populations.</i></p> <p>2.4.5 Thematic Budget Lines &gt; Support to Non-State actors and Local Authorities in Development budget line:<br/> <i>The 1<sup>st</sup> local Call for Proposals was launched in April 2008 under this new thematic programme and 5 projects were contracted by the end of 2008 for a total budget of 1.7 M Euro. The projects are covering the West Nile and Ruwenzori regions, thus complementing the actions financed under the 9<sup>th</sup> EDF Civil Society Capacity Building Programme. The programme's main objectives are to strengthen the capacities of local communities and civil society organisations for social accountability and resource monitoring and to strengthen <b>accountability performance of local governments</b>.</i></p> <p>2.5 Policy Coherence for Development:<br/> <i>Several projects were supported to mainstream gender in their actions, notably the Stability Instrument project that developed tools tailored to the context of disarmament process, supporting the implementation of human rights training and sensitization of UPDF officers, Police, <b>local government</b> and local communities.</i></p> |
|--|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 2.5 Information related to Other sections

Table 8: JARs: Decentralisation or governance issues in parts related to the implementation of the EC strategy

| Country                        | Mention to decentralisation or local governance issues – 9 <sup>th</sup> EDF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Mention to decentralisation or local governance issues– 10 <sup>h</sup> EDF |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Benin                          | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | N/A                                                                         |
| Congo (Democratic Republic of) | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                             |
| Haiti                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | n/a                                                                         |
| Kenya                          | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | n/a                                                                         |
| Madagascar                     | <p>5. Coordination des bailleurs et harmonisation: <i>La coordination entre Gouvernement et partenaires de développement, dont le nombre est relativement restreint à Madagascar, s'est renforcée en 2007 principalement au niveau sectoriel, d'abord dans les domaines où une approche sectorielle a été développée (santé, éducation, environnement, développement rural, infrastructure et <b>décentralisation</b>). Dans le contexte de l'appui budgétaire général et du cadre de partenariat en particulier, il a été décidé de renforcer le suivi commun de la GFP à travers des réunions techniques trimestrielles, ciblées sur des thèmes spécifiques. Les bailleurs ont aussi convenu de développer une « matrice-cadre commune » des indicateurs de performance, basée sur les ODM, qui représentera l'instrument de suivi et la base des discussions avec le GoM de tous les bailleurs budgétaires, indépendamment des mécanismes respectifs de déclenchement des paiements. Une évolution a aussi eu lieu au sujet de l'appui institutionnel, qui constitue un volet de l'appui budgétaire, où la Commission envisage de cofinancer un programme existant de la BM, dans l'attente de la mise en œuvre du basket-fund multibailleurs prévu par le Cadre de partenariat.</i></p> <p>6. Dialogue dans le pays avec l'ON et les ANE, les autorités locales et les Parlements Nationaux : <i>Dans le cadre de la mise en oeuvre du MAP, le Gouvernement malgache, sous l'impulsion du Président de la République, a poussé en 2007 le processus de <b>décentralisation/déconcentration</b> des communes jusqu'au niveau des Fokontany. La formation en leadership des maires puis des chefs fokontany, leviers de développement pour le pays, a été réalisée. Dans le cadre du Programme National Foncier (PNF), la création de 250 guichets fonciers rattachés aux communes, est envisagée. La participation des ANEs, <b>des autorités locales</b> et du parlement à la programmation s'est intensifiée durant l'année 2007. Les mêmes partenaires ont participé activement à la mise en œuvre des projets / programmes, et ils ont été associés aux différentes revues opérationnelles des activités FED : - Le dialogue apparaît également lors d'ateliers nationaux ou régionaux qui aboutissent à la création de plates formes de concertation (atelier régional de la vanille à Antalaha, de juin 2007, qui réunissant le Ministre de tutelle, le Chef de région, des Maires, des parlementaires et 250 acteurs de la filière, a créé la plateforme de concertation régionale de la vanille. -Des regroupements régionaux, dans le cadre du programme ACORDS, sont nés à partir des ateliers sectoriels auxquels participent les ministères (<b>décentralisation</b>, éducation, santé, eau potable, pistes rurales...) et les acteurs locaux et régionaux. Ces regroupements aboutissent à une meilleure compréhension des processus de développement et de <b>décentralisation</b> et du rôle des investissements communaux et intercommunaux.</i></p> <p>For further information see also the Annex chapter 2 Dialogue sur les réformes de GFP et appui</p> | n/a                                                                         |

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                            |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | institiionnel on page 66 onwards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                            |
| Mali             | <p>4. STRATEGIE CONJOINTE UE-AFRIQUE: <i>Les questions de gouvernance sont au centre des préoccupations communes. L'UE entretient avec le Mali un Dialogue politique régulier et ouvert. Ce Dialogue au titre de l'article 8 de l'Accord de Cotonou, va intégrer plus fortement les questions de gouvernance sur base du suivi du Plan d'engagements pris par le gouvernement dans le cadre du 10<sup>ème</sup> FED. Par ailleurs la réforme de l'Etat et le soutien à la mise en place d'une gouvernance légitime et efficace est depuis le 8<sup>ième</sup> FED un des objectifs fondamentaux des actions <b>dans le domaine de la Décentralisation</b>. Cet axe a par ailleurs été maintenu dans le cadre du 10<sup>ième</sup> FED. Dans le cadre de l'appui budgétaire général, la réforme de la gestion des finances publiques et la promotion de la bonne gouvernance financière est une des préoccupations majeures.</i></p> <p>7. Conclusion: <i>Dans le domaine <b>de la décentralisation</b>, le nouvel appui budgétaire sectoriel a favorisé le développement d'une approche axée sur les résultats et le suivi des indicateurs. La 1<sup>ère</sup> évaluation conjointe des indicateurs du PARAD a été très satisfaisante avec 10 cibles d'indicateurs atteintes sur 11. Par ailleurs le Programme d'Appui au Développement des Régions du Nord ADERE a poursuivi la dynamique de concertation entre les autorités élus et tous les acteurs du développement en vue de la finalisation des plans de développement régional. Le dialogue entre les PTF et le Gouvernement a été poursuivi en 2007 sous l'impulsion de la DCE qui est chef de file des PTF pour ce secteur. Les principaux défis de la décentralisation et de la réforme de l'Etat en 2008 concernent la réforme de la gestion des ressources humaines, la clarification des rôles/responsabilités entre les représentants chargés de la tutelle et les élus locaux, la mise en œuvre effective du nouveau dispositif d'appui et l'augmentation de la dotation financière de l'Etat dans le dispositif d'appui aux CT et l'insuffisance persistante des ressources des CT.</i></p> | n/a                                                                                                                                                                                                                                                                                        |
| Papua New Guinea | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | No mention                                                                                                                                                                                                                                                                                 |
| Rwanda           | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | No mention                                                                                                                                                                                                                                                                                 |
| Senegal          | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | n/a                                                                                                                                                                                                                                                                                        |
| Sierra Leone     | 5. Donor coordination and harmonisation: <b>Decentralisation Trust Fund</b> , and basket fund arrangements for the 2007 elections are good examples of relatively well operating donor co-ordination.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5. Additional information: <i>The harmonisation process started quite recently in Sierra Leone and there is not yet a commonly agreed framework for joint or coordinated missions. However, in decentralisation and in the multi donor budget support, missions are conducted jointly.</i> |
| Tanzania         | No mention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | n/a                                                                                                                                                                                                                                                                                        |
| Uganda           | 8. Conclusion > 8.1 Key political, economic and social developments: <i>Development partners are gearing up support to the Government's comprehensive PRDP programme, which amongst others is expected to enhance the <b>capacities of Local Governments</b> and it recognises the important role played by Civil Society Organisations in improving service delivery and in empowering people to demand accountability and transparency at all levels. (...) <b>Local Governments</b>, which are in the forefront of service delivery to the vast majority of the population, need to be assisted in securing the required revenue resources. The objective, that the coming National Development Plan will address current and anticipated challenges, has to be fully supported by coherent Government policies and support from Development Partners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No mention                                                                                                                                                                                                                                                                                 |

## **Annex 6: Country Strategy Paper analysis**

---

## Table of contents

---

|            |                                                                                               |            |
|------------|-----------------------------------------------------------------------------------------------|------------|
| <b>1</b>   | <b>Introduction .....</b>                                                                     | <b>141</b> |
| <b>2</b>   | <b>The overall focus of the analysis.....</b>                                                 | <b>141</b> |
| <b>3</b>   | <b>Analysis .....</b>                                                                         | <b>142</b> |
| <b>3.1</b> | <b>Major findings related to relevant Evaluation Questions and Judgment<br/>Criteria.....</b> | <b>142</b> |
| <b>3.2</b> | <b>Detailed information collected.....</b>                                                    | <b>157</b> |

### List of Tables

|         |                                                                                |     |
|---------|--------------------------------------------------------------------------------|-----|
| Table 1 | Overview of scrutinised documents for the CSP analysis .....                   | 141 |
| Table 2 | Analysis of decentralisation in the "national context" section of the CSPs.... | 142 |
| Table 3 | Overview of the status given to Decentralisation in the CSPs .....             | 144 |
| Table 4 | Overview of donor matrices mentioning decentralisation in the CSPs.....        | 156 |



## 1 INTRODUCTION

The analysis of CSP is a tool helping to highlight some trends related to EC support to decentralisation processes in partner countries. Per se, it cannot cover all judgement criteria and indicators identified, as CSPs do only provide partial information related to these issues.

This analysis is based on review of:

- 20 CSPs covering the period 2001-2006/7,
- 20 CSPs covering the period 2007/8-2013.

The following table summarizes the documents analyzed for each country:

*Table 1 Overview of scrutinised documents for the CSP analysis*

| Country                        | Region        | Document analysed 1 | Document analysed 2 |
|--------------------------------|---------------|---------------------|---------------------|
| Benin                          | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Cambodia                       | Asia          | CSP 2002-2006       | CSP 2007-2013       |
| Colombia                       | Latin America | CSP 2002-2006       | CSP 2007-2013       |
| Congo (Democratic Republic of) | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Guatemala                      | Latin America | CSP 2002-2006       | CSP 2007-2013       |
| Haiti                          | Caribbean     | n/a                 | n/a                 |
| Honduras                       | Latin America | CSP 2002-2006       | CSP 2007-2013       |
| Jordan                         | ENP           | CSP 2002-2007       | CSP 2007-2013       |
| Kenya                          | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Lebanon                        | ENP           | CSP 2002-2006       | CSP 2007-2013       |
| Madagascar                     | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Mali                           | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Nicaragua                      | Latin America | CSP 2002-2006       | CSP 2007-2013       |
| Papua New Guinea               | Pacific       | CSP 2002-2007       | CSP 2008-2013       |
| Peru                           | Latin America | CSP 2002-2006       | CSP 2007-2013       |
| Philippines                    | Asia          | CSP 2002-2006       | CSP 2007-2013       |
| Rwanda                         | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Senegal                        | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Sierra Leone                   | Africa        | n/a                 | n/a                 |
| South Africa                   | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Tanzania                       | Africa        | CSP 2002-2007       | CSP 2008-2013       |
| Uganda                         | Africa        | CSP 2002-2007       | CSP 2008-2013       |

## 2 THE OVERALL FOCUS OF THE ANALYSIS

The analysis focuses on five main aspects:

- The **context analysis** related to decentralisation;
- The **nature of the EC support** to decentralisation planned in the response strategy (entry point, approach and, if possible, channel and modalities);
- **Alignment** to government priorities;
- **Coordination** mechanisms and complementarity with other donors;
- Integration of decentralisation in **other sectors** (health, education, natural resource management, transport...).

### 3 ANALYSIS

#### 3.1 Major findings related to relevant Evaluation Questions and Judgment Criteria

##### 3.1.1 EQ1/JC1. EC incorporate decentralisation in its cooperation with third countries

**The analyses detailed in the "national context" section of the CSPs include elements related to Decentralisation. Yet, the analyses are often quite limited to general aspects related to decentralisation.**

As shown in the table below, almost all CSPs provide elements of analysis on the decentralisation context in the partner countries. This is the case for all CSPs in the second period.

However, these analyses often cover very general aspects. For instance, the *Honduras* CSP for the second strategic period only mentions:

*"After decades of centralised military rule the current momentum towards decentralisation could instil a new democratic culture and usher in a new political class. At local level, the partnership between the civil society and the authorities should help the country bridge the traditional fault-line between the populace and those in power. Besides its primary purpose – which is development - the PRSP can also play a political role, as a powerful catalyst for consensus and confidence-building. (...)"*

About half of the CSPs provide a detailed analysis of decentralisation issues in the national context section.

In several cases, even if there is a detailed analysis, the CSP does not provide an exhaustive overview of the various dimensions of decentralisation (political, administrative, fiscal) and of the various stakeholders involved in the process.

The information provided is often far from what is required in the EC Common Framework for Country Strategy Papers which stipulates that "*Particular attention should be given to reforms in the fields of political, administrative and fiscal decentralisation*" and that the national context section of the CSPs should examine "*the organisation of government, including where appropriate the effectiveness of decentralisation and the interaction between central, regional and local authorities*".<sup>1</sup>

There are some notable exceptions such as *Benin* or *Mali*: for instance, the CSP 1 for *Mali* contains a comprehensive analysis of deconcentration and decentralisation issues in the annex section.<sup>2</sup>

Table 2 Analysis of decentralisation in the "national context" section of the CSPs

| Country                        | CSP 1 | CSP 1       | CSP 2 | CSP 2       |
|--------------------------------|-------|-------------|-------|-------------|
|                                | Exist | Is detailed | Exist | Is detailed |
| Benin                          | yes   | yes         | yes   | yes         |
| Cambodia                       | yes   | yes         | yes   | no          |
| Colombia                       | yes   | no          | yes   | no          |
| Congo (Democratic Republic of) | yes   | no          | yes   | yes         |
| Guatemala                      | yes   | no          | yes   | yes         |
| Honduras                       | yes   | yes         | yes   | no          |
| Jordan                         | no    | no          | yes   | no          |

<sup>1</sup> EC Common Framework for Country Strategy Papers, 2006.

<sup>2</sup> Actually, the case of *Mali* is very particular. The emphasis on decentralisation is so important in the CSP1 that the different aspects of the support to decentralisation are often described in detail while elements related to other sectors are often just listed without further explanation.

|                  |     |     |     |     |
|------------------|-----|-----|-----|-----|
| Kenya            | yes | yes | yes | no  |
| Lebanon          | no  | no  | yes | no  |
| Madagascar       | yes | no  | yes | yes |
| Mali             | yes | yes | yes | yes |
| Nicaragua        | yes | no  | yes | no  |
| Papua New Guinea | yes | no  | yes | no  |
| Philippines      | yes | no  | yes | yes |
| Peru             | no  | no  | yes | yes |
| Rwanda           | yes | yes | yes | yes |
| Senegal          | yes | yes | yes | yes |
| South Africa     | yes | yes | yes | yes |
| Tanzania         | yes | yes | yes | yes |
| Uganda           | yes | yes | yes | yes |

**Except in a few cases, Decentralisation does not seem to figure prominently in the CSPs.**

The table below gives an overview of the status given to decentralisation in the "EC response strategy" section of the CSPs analysed. The overview covers the two strategic periods: CSP 1 (2002 – 2006 or 2007) and CSP 2 (2007 or 2008 – 2013).

- Decentralisation was considered as an important component of the focal areas in both strategic periods (CSP 1 and CSP 2) in only 3 countries out of the 20 analysed (*Guatemala, Madagascar and Mali*). In these cases, decentralisation is well mainstreamed in the whole cooperation strategy.
- Over the two strategic periods, Decentralisation appears as a major component of a focal area of cooperation in less than half of the CSPs analysed (12 out of the 40 strategy papers analysed).
- In 3 cases (*Colombia, Jordan and Lebanon*), the response strategies detailed in the CSPs do not mention anything related to Decentralisation (or almost anything) in neither the first nor the second strategic period.
- In a number of cases, the CSPs refer to Decentralisation in the sections "cross-cutting issue" (sometimes under the heading "good governance") or "non-focal areas". But, decentralisation is usually not necessarily clearly integrated in the other sections of the CSPs.
- Some notable exceptions where decentralisation is strongly mainstreamed in the CSPs even if it is not explicitly considered as a major component of a focal area are: *Nicaragua, South Africa and Uganda*.

Finally, it appears that the CSPs often provide very few information on the strategy to adopt to support to decentralisation. For instance, in the case of *Colombia*, the most recent CSP only mentions a very general list of areas of cooperation:

*"The EC will also fund activities to support to co-operation and dialogue in the field of governance and human rights in order to promote constructive dialogue and stimulate co-operation between the RGC and the EC in a wide range of areas of mutual interest, in particular in the areas of: governance, legal and judicial reform (...), institution building, administrative reform (including the fight against corruption), decentralisation and deconcentration, support for the election process, (...)"*

Table 3 Overview of the status given to Decentralisation in the CSPs

| Country                        | Important component of a focal area in CSP1                                                        | Cross-cutting issue in CSP1                                              | Other status in CSP1                                                                                                      | Important component of a focal area in CSP2                                                                                        | Cross-cutting issue in CSP2       | Other status in CSP2                                                                                                                                |
|--------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin                          | -                                                                                                  | YES<br>("renforcement institutionnel des futures collectivités locales") | -                                                                                                                         | YES<br>(focal area 1: Governance and local development)                                                                            | -                                 | -                                                                                                                                                   |
| Cambodia                       | -                                                                                                  | YES<br>(under the component "Governance and Democratisation")            | -                                                                                                                         | -                                                                                                                                  | YES<br>(but quite low importance) | -                                                                                                                                                   |
| Colombia                       | -                                                                                                  | -                                                                        | Appears as a minor component within the focal sector "Peace Laboratories" (component on "reinforcing local institutions") | -                                                                                                                                  | -                                 | <i>Decentralisation is not clearly mentioned in the EC response strategy</i>                                                                        |
| Congo (Democratic Republic of) | -                                                                                                  | -                                                                        | <i>Decentralisation is not clearly mentioned in the EC response strategy</i>                                              | YES<br>(focal area 1: reconstruction of the state and support to governance)                                                       | -                                 | -                                                                                                                                                   |
| Guatemala                      | YES<br>(Focal area: Support for integrated and sustainable local development and Decentralisation) | -                                                                        | -                                                                                                                         | YES<br>(Focal area: "Economic growth and trade"; 1st axe is: Support to the rural development policy (fostering decentralisation)) | -                                 | (Also supported through thematic programmes: Non State Actors and local authorities in development.)                                                |
| Honduras                       | YES<br>(Focal area: support to local development and decentralisation)                             | -                                                                        | -                                                                                                                         | -                                                                                                                                  | -                                 | <i>Decentralisation is not clearly mentioned in the EC response strategy (Implicitly mentioned in the focal area "Natural Resource Management")</i> |
| Jordan                         | -                                                                                                  | -                                                                        | <i>Decentralisation is not clearly mentioned in the EC response strategy</i>                                              | -                                                                                                                                  | -                                 | <i>Decentralisation is not clearly mentioned in the EC response strategy</i>                                                                        |
| Kenya                          | -                                                                                                  | -                                                                        | Minor component within                                                                                                    | -                                                                                                                                  | Some small aspects: it is         | -                                                                                                                                                   |

| Country          | Important component of a focal area in CSP1                              | Cross-cutting issue in CSP1                                        | Other status in CSP1                                                         | Important component of a focal area in CSP2                                                                          | Cross-cutting issue in CSP2                                                                                                                                                                          | Other status in CSP2                                                                                     |
|------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
|                  |                                                                          |                                                                    | focal sector 1: Agriculture and rural development                            |                                                                                                                      | indirectly mentioned in non-focal area of cooperation (Good governance) and, under BS interventions, there is a mention of capacity-building at district level in support of a decentralised system. |                                                                                                          |
| Lebanon          | -                                                                        | -                                                                  | <i>Decentralisation is not clearly mentioned in the EC response strategy</i> | -                                                                                                                    | -                                                                                                                                                                                                    | Some minor elements of decentralisation within the Focal sector: Support to reconstruction and recovery. |
| Madagascar       | YES<br>(Développement rural et sécurité alimentaire)                     | (Yes mentioned in various sectors as CCI)                          | -                                                                            | YES<br>(Développement rural et Sécurité alimentaire, incluant la Décentralisation et la gouvernance locale)          | -                                                                                                                                                                                                    | -                                                                                                        |
| Mali             | YES<br>(focal area: décentralisation et appui aux structures publiques). | -                                                                  | -                                                                            | YES<br>(Focal area: Appui à la poursuite des réformes du secteur public et à l'organisation des services de l'Etat.) | Yes, also mentioned in other sectors as CCI (esp. Support to the civil society)                                                                                                                      | -                                                                                                        |
| Nicaragua        | -                                                                        | YES<br>(Strongly mainstreamed in the various areas of cooperation) | -                                                                            | -                                                                                                                    | YES<br>(Strongly mainstreamed in the various areas of cooperation)                                                                                                                                   | -                                                                                                        |
| Papua New Guinea | -                                                                        | -                                                                  | <i>Decentralisation is not clearly mentioned in the EC response strategy</i> | -                                                                                                                    | YES<br>(The Support to Districts and Local Level Governments )                                                                                                                                       | -                                                                                                        |
| Philippines      | YES<br>(Focal point 1: Assistance to the poorest sectors of society)     | YES<br>(good governance: incl. support to decentralisation)        | -                                                                            | -                                                                                                                    | YES                                                                                                                                                                                                  | -                                                                                                        |
| Peru             | -                                                                        | -                                                                  | <i>Decentralisation is not</i>                                               | YES                                                                                                                  | -                                                                                                                                                                                                    | -                                                                                                        |

| Country      | Important component of a focal area in CSP1                                 | Cross-cutting issue in CSP1                                                                    | Other status in CSP1                                                                                                                   | Important component of a focal area in CSP2                                                       | Cross-cutting issue in CSP2                                                                                                                                             | Other status in CSP2                                                                                                                                                                                  |
|--------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |                                                                             |                                                                                                | <i>clearly mentioned in the EC response strategy</i>                                                                                   | (Support for integrated social development in specific regions and strengthening social cohesion) |                                                                                                                                                                         |                                                                                                                                                                                                       |
| Rwanda       | YES<br>(Focal Sector I: Rural development)                                  | (Yes mentioned in various sectors as CCI)                                                      | -                                                                                                                                      | YES<br>(Focal Sector I: Rural development)                                                        | -                                                                                                                                                                       | -                                                                                                                                                                                                     |
| Senegal      | YES<br>(Focal Sector I: Bonne gouvernance politique, économique et sociale) | -                                                                                              | -                                                                                                                                      |                                                                                                   | -                                                                                                                                                                       | -                                                                                                                                                                                                     |
| South Africa | -                                                                           | YES<br>(Aspects of decentralisation are clearly mainstreamed in the various cooperation areas) | -                                                                                                                                      | -                                                                                                 | Yes<br>(Capacity building of local governments and good governance at local level are seen as CCI.)                                                                     | -                                                                                                                                                                                                     |
| Tanzania     | -                                                                           | -                                                                                              | YES<br>(Improvement of local service delivery and good governance at local level taking into account ongoing decentralisation process) | -                                                                                                 | YES<br>Non focal sector; Support the local government reform programme, extension of EC support to social infrastructure development of the 4th Microprojects Programme | Focal Sector: Macro-Economic support: GBS programme will also include capacity building for strengthening economic management, incl. decentralisation, with a special focus on PFM Reform in Zanzibar |
| Uganda       | -                                                                           | YES<br>(Support to decentralisation is clearly mentioned as cross-cutting issue)               | -                                                                                                                                      | -                                                                                                 | YES<br>(Support to decentralisation is clearly mentioned as cross-cutting issue)                                                                                        | -                                                                                                                                                                                                     |

### 3.1.2 EQ3/JC1. The EC response strategies in the area of decentralisation have been aligned with national regulations and the partner Governments' priorities / activities

#### Alignment

Most CSPs (especially the ones from the second period) mention that the EC response strategy is aligned with the **national Poverty Reduction Strategy Paper (PRSP)** or similar documents.

*Benin (CSP2): "Development partners and the government annually meet to discuss the implementation reports related to the PRSP and the various budget supports, and assess the progress in the ongoing reforms, including measures to strengthen governance."*

*Cambodia (CSP2): "All interventions within the bilateral programme will fall within the framework of the National Strategic Development Plan for Poverty Reduction (NSDP) for the period 2006-2010, prepared by the RGC in co-operation with development partners."*

*Honduras (CSP2): "EU assistance is in line with the country's poverty reduction strategy and closely coordinated with the other donors. (...) In selecting the recommended focal areas, the principle of concentrating aid in sectors where the EC offers an added-value and a series of considerations pertaining to the EU Development Policy, the EU priorities in the region, donor harmonisation and alignment with the domestic agenda have prevailed."*

*Lebanon (CSP2) "The EU will seek to adapt its strategy to the needs presented by the government during the International Conference (scheduled for the second half of January 2007). Close cooperation between the Lebanese government and all donors will be needed to establish an effective structure of coordination and to prioritise the needs of the country."*

In some cases, the CSP explicitly highlights the fact that the PRSP (which the response strategy is aligned with) has indeed a **section on decentralisation**.

*Benin "Decentralisation, the consolidation of democracy and social dialogue in the country, the strengthening of the judiciary system, the actions promoting community development are some of the most important reforms of the PRSP".*

The use of **General Budget Support (GBS)** seems to contribute to enhance alignment of the EC response strategy to the national regulations and partner Governments priorities.

*Cambodia (CSP2): "EC assistance is seen as taking the form of budget support in the framework of the World Bank-led Poverty Reduction Support Operation (PRSO), together with technical assistance in key fields focused on by the PRSO, in particular Public Financial Management. The provision of aid through budget support is in keeping with the EC's keenness to use modern means of aid delivery that ensure strong government ownership, effective, policy dialogue and strong donor co-ordination, wherever possible. The provision of budget support through the PRSO will allow the EC to give much-needed policy advice to the government through continuous involvement in dialogue on key reform agenda issues, while at the same time making available funds to enable the reform agenda to be implemented"*

Overall, there are **very few explicit elements on alignment to national regulations in the specific framework of decentralisation** (e.g., alignment to national procedures or legislations specifically related to decentralisation etc.).

The elements identified rather refer to the alignment to general elements of the Government agenda.

*Guatemala (CSP1): "local development and decentralisation of government will need to rely on the progress in decentralising and strengthening the National Development*

*Council system"*

Yet, it is important to notice that decentralisation interventions are often by nature aiming at **strengthening national regulations and priorities**. This appears quite clearly in some of the CSPs analysed.

For instance, the CSP1 for *Uganda* describes that the capacity building activities supported at local level through Budget Support will foster the implementation of national policies:

*Uganda (CSP1): "The support identified in the framework of the 9th EDF will mainly consist of capacity building at district and lower-level local government by providing local governments primarily through budget support with tools to enable them to handle decentralised services and ensure good governance by increased accountability and democratic participation. Such support will increase the resources available to existing GoU programmes such as the Local Government Development Programme (LGDP) and the Economic and Financial Management Programme (EFMP II)"*

A similar situation is found in *South Africa* where the EC provides a package of capacity building activities to local governments which is clearly aimed at strengthening the national procedures, regulations and policies related to decentralisation.

*South Africa (CSP2): "EU partners will work with the government on policy issues by helping the government to develop policies and see their implications, rather than by trying to influence the content of the policies directly. (...) Coordination between donors and with government (central and sectoral) needs to be reinforced. This requires a strong emphasis on working with the government to improve alignment with policies and procedures."*

Moreover, there are some exceptions such as in *Madagascar, Mali, Peru* and *Tanzania* where the CSPs do mention explicitly some form of alignment with the Government specific priorities in the field of decentralisation.

*Madagascar (CSP2): "Consistent with the Challenge 6 'decentralise public administration' of the commitment 1 (Responsible Governance) of the Madagascar Action Plan, the EC support to territorial administration will support the decentralisation process and the implementation of the National Plan for Decentralisation and Deconcentration (PN2D)"*

*Mali (CSP1): "Decentralisation is one of the major public administration reforms set up by the Malian government. This process leads to changes at all levels of the administration in Mali. The aim is to support this process, first by allowing its effective implementation and, secondly, by helping the adequate development of the institutional structures that are being created"*

*Peru (CSP2): "European cooperation strategy should: fit in with the framework policies of the State, in particular the National Agreement and its developments contributing to the processes of State modernisation and decentralisation by means of support for administrative capacity building"*

*Tanzania (CSP1): "The donor community has made considerable efforts to support the decentralisation process and to ensure that resources are devolved to the school and community level. However, as a substantive part of these aid inflows do not pass through the Government budget, government's capacity to carry out policy formulation, planning and implementation of its development programs is reduced. Further, given the complexities and delays involved in decentralisation, donor-supported efforts are not yet fully harmonised with the government's decentralisation policy and programs. Some projects are too donor-driven, costly and unsustainable and appear to favour districts with better-established capacities. Additionally, each donor has unique processes and modalities, making donor coordination a taxing task for government agencies. Establishment of clear procedures for managing the delivery of education at the decentralised level with respect to funds allocation, utilisation and auditing would also facilitate better use of donor resources and bring these within the regular*



*government and administration structure."*

### **Policy dialogue**

There are often **general** elements related to policy dialogue with the partner Government in the CSPs analysed.

*Cambodia (CSP2): "The EC is very likely to propose to the Cambodian authorities the creation, within the framework of the EC-Cambodia Co-operation Agreement, of a sub-group on "co-operation in institution building, administrative reform, governance and human rights". This sub-group could provide suggestions for co-operation activities in this area"*

*Guatemala (CSP2): "An ad hoc consultative forum has in the past served as a forum for dialogue between the EU (Commission and Member States) and Guatemala (Government and non civil society) on EC cooperation ("mesodiálogo"). It ceased its activities in 2005."*

*Guatemala (CSP1): "To have greater impact and to ensure that its operations are more sustainable and more in line with its objectives, the European Commission should take the following steps: (...) • Develop relations with the different stakeholders of organised civil society in Guatemala and Europe, with the government and with the Member States through the dialogue mechanism (mesodiálogo) implemented by the EC and aimed at coordinating EU aid strategies in Guatemala."*

*Rwanda (CSP1) "Dialogue with the Government throughout the development process of the response strategy has helped to enrich the process of designing the monitoring and performance indicators in areas that are central to the political dialogue between the EU and Rwanda"*

*South Africa (CSP1) "A structured political dialogue between SA and the EU will be established within the framework of Article 8 of the Cotonou Agreement and after its entry into force also in accordance with Article 4 of the TDCA . Annual meetings within the TDCA framework will take place and the agenda will include issues of common interest such as SA and EU developments, regional peace and security issues, social and economic developments, AU and Nepad."*

In a very few cases, the CSPs describe the mechanisms / spaces for policy dialogue specifically existing for discussing issues related to **decentralisation**.

*Madagascar (CSP2) "Seven meetings of political dialogue have been held so far on issues such as decentralisation, elections, anti-corruption, judicial reform, regional integration, etc."*

*Uganda (CSP2): "In the framework of the political dialogue under Article 8 of the Cotonou Agreement, regular meetings are held with the Minister of Foreign Affairs and other ministers. The agreed subjects of the dialogue include democratisation (transition to multiparty democracy, elections), good governance (rule of law, human rights, press freedom, corruption, decentralisation), and conflict resolution (in Northern Uganda and in Karamoja)."*

### 3.1.3 EQ3/JC2. The choice of entry points (including their sequencing or combination) reflects national contexts

The CSP analysis highlights a variety of entry points used by the EC to support decentralisation.

As illustrated in the Table 3 Overview of the status given to Decentralisation in the CSPs, the support to decentralisation is associated to a **variety of areas of cooperation**.

In *Lebanon*, one of the EC response strategy's objectives is an "Increased awareness by the Lebanese government of the need to consider decentralisation issues".

In *Colombia*, the aim is to "build up zones of peaceful coexistence for the inhabitants by reinforcing local institutions" in order to promote peace and stability.

The support to decentralisation is sometimes related to reconstruction efforts in post-conflict situations. In *Congo DRC*, it is associated to the reconstruction of the state and Good Governance. In *Uganda*, the support to Decentralisation in the Northern part of the country is linked to "the development of a national framework for rehabilitation and reconstruction".

In *Cambodia*, it is associated to Democratisation.

It appears that, in ACP and Latin America countries, the focus is mainly on local development. Decentralisation is clearly associated to Local Development in *Benin*, *Guatemala*, *Honduras* and *Peru*. It is related more specifically to Rural Development in *Kenya*, *Madagascar* (where the focal area also includes a component on Food security) and *Rwanda*. In *Senegal*, a strong link is made with Good Governance and Local development.

In *South Africa*, where decentralisation is not mentioned as a clear component of a focal area, decentralisation still appears prominently in the EC response strategy and it is strongly related with the provision of basic services at local level.

Finally, in *Mali*, the EC approach seems to be more all encompassing with the EC aiming at fostering various components of the decentralisation process in the country.

The choice of entry points seems most of the time in line with the national context.

In *Benin*, the CSP2 underlines the fact that the whole EC response strategy was guided by "*an in-depth analysis of the country context and the evolution related to the deconcentration/ decentralisation process*".

In *Lebanon*, the CSP2 mentions that "*Continued EC support to local communities in the field of participatory planning methodology has the potential to lay the basis for a more balanced regional development and possibly, in the medium term, provide the Government with a further incentive towards enhanced decentralisation*".

In the majority of cases, the response strategies mainly aim at **developing the capacities of local governments** to manage decentralised responsibilities/ powers, in particular the delivery of basic services.

*Cambodia CSP2: "an EC-UNDP co-funding partnership has been established for support to the Commune Councils elected for the first time in 2003, and to enhance their service providers' function for local development activities"*

*Honduras CSP1: "funds will be earmarked for actions at local level to strengthen the capacity of municipal authorities in the provision and improvement of municipal/communal services. Where deemed necessary and at limited extent, actions will also be carried out at central level to enhance the objectives pursued at local level."*

*Kenya CSP2: "Cross-cutting governance issues are addressed by support for demand-driven community-based projects and also by increasing the responsiveness and accountability of service delivery at local level. This includes support for the decentralisation framework." (...) "In collaboration with the Kenyan government, the EC is supporting the Rural Poverty Reduction and Local Government Support Programme, signed in September 2004. The programme is designed to cover 175 local authorities and aims to support decentralisation strategy by building enhanced delivery capacity".*

*Madagascar CSP2: "These programs have been designed to facilitate learning planning and local management, and to consolidate the decentralisation process"*

*Peru CSP2: "In addition to social cohesion, the objective is to support, from the bottom up, Peru's decentralisation process by empowering local players and strengthening their position vis-à-vis the State."*

*Rwanda CSP2: "The bulk of EC-financed interventions will be provided as financial support for the implementation of the economic development aspects of local government development plans."*

*South Africa CSP2: "Because of their essential function in providing basic social services, local governments and local communities will be at the centre of capacity building activities."*

In some cases, the EC also supports specific complementary actions. This is the case in Madagascar where the strategy explicitly mentions the **fiscal dimension of decentralisation**.

*Madagascar CSP2: "The improvement of local taxation also needs to be supported by the strengthening of financial governance at the level of local governments."*

The EC also often supports actions aiming at enhancing participation at local level.

*Guatemala CSP2: "(the cooperation) will support the implementation of participatory, inclusive and sustainable policies aimed at local development, decentralisation and market integration"*

*South Africa CSP2: "On the non-state side, the focus would be on strengthening civil society and helping NGOs, CBOs, social partners and indeed non-state actors generally to play their part in partnership with government"*

In the case of Mali, the EC response strategy addresses a wide range of aspects in parallel.

*Mali CSP1: " This area of concentration will therefore comprise three components: • continuing to support the capital budget of the Communes • support for the reform of state structures at central, regional, local and municipal levels: institutional strengthening and programme supporting good governance and good public management (through this support, the EC will promote the management and implementation capacities and the active participation of civil society representatives m/f) • support for the structuring and participation of the civil society (with a focus on the regions of the North)."*

*Mali CSP2: "The specific objectives are to: • improve the capacity of local administrations and local authorities to develop, pilot and, • coordinate development policies and actions, and to fulfill their missions of service delivery; • increase the effectiveness of local taxation and improve public financial management at regional and local levels; • increase the capacity and quality of the investments made by the local authorities • improve the management of civil and electoral registers through the reform of the registry office."*

It is important to notice that in most cases, the CSPs remain quite general and do not detail what types of approach should be adopted in the support to decentralisation. For instance, the CSP2 for Congo DRC only mentions: *"the EC will support the new local governance system planned in the constitution."* It seems as if a lot of space is left for the identification and formulation of future specific actions.

### 3.1.4 EQ3/JC4. The EC use of multi-actor/level approach is responsive to national contexts

It is noteworthy that the response strategies foresee interventions involving **various tiers of**

**the Government only in some cases.** For instance, it seems to be the case in *Benin*, *Guatemala* or *Mali*.

*Benin CSP2: "To support the decentralisation strategy and / or grassroots development strategy formulated at the national level, it is intended to help finance municipal budgets through the mechanisms of resource transfer implemented by the state. This funding will be supplemented by institutional support to strengthen the capacity of central government's deconcentrated and decentralised bodies to implement integrated local development strategies but also the implementation of decentralisation and deconcentration."*

*Guatemala CSP1: "At central level, the aim is to strengthen the legal and administrative framework for decentralisation. At local level, the task will be to strengthen the capacity of institutions and sectors which will be responsible for implementing the decentralisation of government and national policy and to revive local development through investment in social infrastructure (in particular health, education and water management) and economic infrastructure."*

It appears that, in most cases (as seen above), the EC strategy only **targets the local governments** as the main beneficiaries of its action. In several cases, the interventions also include (but to a lower extent) deconcentrated institutions.

Yet, it is important to notice that **CSPs remain often very general** and do not precisely identify the stakeholders that should be involved in the implementation of the strategy.

### 3.1.5 EQ4/JC1. The EC has contributed to establishing and implementing coordination mechanisms with member states and major donors (on decentralisation support programmes at different levels)

A number of **general coordination mechanisms** are in place.

*Honduras (CSP1): "Apart from the coordination taking place in the framework of the G-15 group, there are at least monthly meetings of the EU MS Ambassadors and the Head of the EC delegation for Central America under the initiative of the EU MS assuming the rotating presidency. These meetings allow an exchange of views on the country's economic and social situation as well as priorities in cooperation including in the G-15 framework. In parallel and in order to facilitate the exchange of information and experiences, the EC Delegation calls ad hoc meetings (at the most appropriate level) every time officials from Brussels visit the country."*

*Nicaragua (CSP2): "A number of other coordination mechanisms exist in the country: • the Budget Support Group (el Grupo de Apoyo Presupuestario); • the Global Donor Table (Mesa Global de Donantes); • Sector Tables (Mesas Sectoriales);" (CSP1): "There is also specific coordination in Managua to promote complementarity between EU Member States and the European Commission by regular meeting under the local pro tempore Presidency of the European Union."*

*Tanzania (CSP2): "As the next logical step in improved aid effectiveness, Tanzania's Development Partners Group (DPG) has come together to prepare a results-based Joint Program Document (JPD) as a response to MKUKUTA, MKUZA and the JAST. The JPD pulls together DP responses to date to the MKUKUTA, MKUZA and the JAST, and for many DPs it provides a common frame in which their individual agency programs are embedded. The JPD's objective is to reduce transaction costs to Government and to continue to better align development partner support with MKUKUTA and MKUZA."*

There are sometimes particular situations such as in *Papua New Guinea*.

*Papua New Guinea (CSP 2) "Up to now, the Government of Papua New Guinea is not really systematizing donor coordination but rather attempts to orientate the individual donor interventions towards its own Medium Term Development Term Strategy while respecting the particular objectives and conditionality from each donor. Member states have very limited development funding going to PNG." (CSP1): "One of the factors that*

*make effective donor coordination difficult in PNG is the uneven size of the donors. Grants are dominated by Australia representing more than two thirds of the development grants to the country."*

Only a few CSPs mention the existence of **coordination mechanisms specific to decentralisation**.

There is apparently a specific "donor working group on decentralisation" in the *Philippines* and in *Peru*.

*Philippines (CSP2) Working groups include the World Bank's quarterly Donor Co-ordination Meeting; the National Anti- Poverty Commission (NAPC), the Agrarian Reform Donor Group; the Global fund on Country Coordinating Mechanism ; ODA ; Gender and Development (GAD) Network and the Small Grants Donors Group. Recently, working groups on governance, decentralisation, energy, investment climate, TRTA and anti-money laundering were set up or reactivated."*

*Peru (CSP2) The EC also encourages coordination and information exchange with donors that implement projects in the same sectors. In this respect it's necessary to refer to the governance group, along with the working groups on decentralisation, Justice and Human Rights, as a coordination area open to non-European donors and multilateral organisations that carry out important work."*

There is a "forum of coordination on decentralisation" in *Guatemala*.

*Guatemala (CSP2) "The participation of the EC in various coordination fora with other international donors (Consultative Group, Group of Dialogue, Forum of coordination on decentralization, donors' conference on trade, etc.) has been very positive allowing for complementary and coherence in the various projects financed by the international community."*

A monthly coordination mechanism was established in *Benin* in the first strategic period. The donor harmonisation and coordination seem to have been even more elaborated in the second strategic period.

*Benin (CSP1): "A dialogue mechanism between international donors has been introduced on a monthly basis (the PDGG - Participatory Development and Good Governance). It helps coordinate the activities of partners, particularly in relation to the joint effort to support decentralisation and justice, the reform of the civil service and the fight against corruption."*

*Benin (CSP2): "At the political level (heads of mission), the dialogue is intensive and well-organized. Indeed, monthly meetings are held with a presidency rotating every six months. All Ambassadors, representatives of international organizations and heads of technical tasks are involved."*

*At the technical level, coordination is ensured through the establishment of six sectoral groups chaired by the national authorities. Six thematic groups complement the six sectoral clusters: - Decentralisation; - deconcentration / Administrative Reform; - Budget Reform; - Governance / Corruption and Justice; - PRSP Monitoring."*

It is noteworthy that, in *Benin*, formal **consultation mechanisms** were established for the drafting of the CSP2. As shown in the annex 29 (annex 29 "Concertations avec les acteurs non etatique"), decentralisation (together with local development) was one main topic of the consultations with Non State Actors. It came out during this consultation that:

*Benin (CSP2) " Non-State Actors (NSAs) recognize the importance of local development and decentralisation as a development priority area (on which EU aid may be concentrated in the five years of the next financial protocol ACP-EC). They placed particular emphasis on (a certain number of) points and aspects (...)"*

It is not clearly mentioned whether the EC has had a **lead role** in the coordination mechanism. It is only explicitly mentioned in *Benin*.

*Benin (CSP1): " The support to the development of future local authorities and the preparation of the decentralisation reform ensured by the EC, France and Germany consisted in a first step in strengthening certain core institutions (Ministry of the Interior, Decentralisation Mission) in the context of decentralisation. The EC is the lead coordinator of the partners involved in this reform."*

*Benin (CSP2): "Decentralisation is the subject of many interventions, including of the Member States. The European Commission is the leading donor for the coordination in this area."*

**Other donors** (UNDP, WB, CIDA) seem to **also play an active role**.

*Congo DRC (CSP2) "Donor coordination is ensured by UNDP: several support programmes (UNDP and World Bank) are already defined and the Commission's intervention will be designed so as to be complementary with one of these two main donors."*

*Senegal (CSP1): "Canada is the lead donor for Decentralisation "*

A few CSPs refer to **lessons learnt from other donors** in the field of decentralisation (lessons learnt from past experience or specific studies carried out).

*Congo DRC (CSP2) " The two studies mandated by the Commission and the World Bank have identified the main problems and challenges to tackle, the key legislations to be adopted (Decentralisation Law, Law of the equalisation fund, Law on the conference of Governors, Law on the Organization and operation of provincial utilities and decentralised territorial entities, act local and provincial public service, etc..) and a framework for implementation (an act of decentralisation policy that would set the stage for several years)."*

### **3.1.6 EQ4/JC2. There is complementarity between the interventions of the EC, the EU Member States and other donor agencies active in the decentralisation arena**

Several CSP clearly identify the interventions funded by **other main donors** in the field of decentralisation. Certain donors such as the World Bank seem to be regularly identified as a major actor in this field.

*Congo DRC (CSP2) "The donor coordination is ensured by UNDP: several support programmes (UNDP and World Bank) are already defined and the Commission's intervention will be designed in complementarity with the ones of these two main donors."*

*Cambodia (CSP2) "The Asian Development Bank strategy for Cambodia has two prime focal points: economic growth and poverty reduction. ADB activities support broad-based rural development through the promotion of water resource management, decentralisation, natural resource management, and agriculture sector reform"*

*Mali (CSP1): "Canada is present in the fields of education, institutional development, justice, infrastructure, and decentralisation."*

*Peru (CSP1): The World Bank is preparing a loan programme (around USD 350 million for 2002) foreseeing a long-term employment strategy as well as the modernisation of the State and decentralisation"*

*Rwanda (CSP1): "World Bank: (...) Other Loan Agreements are currently being negotiated in the field of urban infrastructure, decentralisation, energy, health, roads, management of the PRSP and actions of the PRSP planned in the field of water, health and education. (...) IFAD: There is no current agreement but three loan agreements are under negotiation. These are projects are related to the agricultural sector (18.5 M €), the development of decentralised entities (€ 12.7m) and the development of SMEs (€ 5.7 million)."*

*Senegal (CSP2): "The World Bank (WB) is engaged in fourteen ongoing operations*

*financed by the IDA. Key projects include the improvement of the agenda for urban mobility, the Transport Sector Project II and PELT. Very important projects in the area of decentralisation are also being prepared."*

*South Africa (CSP2): "A serious challenge for bilateral programmes faced by donors and the host country is that they have been too fragmented and not always well coordinated thereby reducing the potential impact of projects. However, encouraging examples of good coordination can also be found. Work to build the capacity of public services has helped to improve service delivery because cooperation and alignment were excellent. The work was implemented by the Development Bank of Southern Africa and included the UK-funded Integrated Provincial Support Programme and the German-funded Public Service Reform Programme"*

*Tanzania (CSP2): "Development partners will continue to support the Public Service Reform Programme (PSRP) and the Local Government Reform Programme (LGRP), including the establishment of a human resources management framework. Alongside this HR decentralisation, DPs will support the equitable and transparent recurrent and development fiscal transfer system to districts and promote decentralisation across all sectors to improve service delivery".*

A number of CSPs also identify the **EU MS** involved on decentralisation issues. Certain MS such as Germany seem to be regularly identified as a major actor in this field.

*Cambodia (CSP2): EU donors active in Cambodia include Belgium, the Czech Republic, Denmark, France, Germany, Italy, the Netherlands, Poland, Sweden, the UK, and the European Commission. The EU donors' programmes are in education, health, HIV/AIDS, rural development, de-concentration and decentralisation, public financial management, legal and judicial reform, trade and private sector development."*

*Guatemala (CSP1) "With respect to current and future cooperation, the Member States are focusing mainly on: human rights and justice, modernisation of government, the strengthening of civil society, decentralisation and rural development."*

*Madagascar (CSP2): "The cooperation between Madagascar and Germany – recent intergovernmental consultations were held in Antananarivo in September 2006 – focuses on one priority area: environmental policy, protection and sustainable management of natural resources (...). However, some support goes to cross-cutting themes such as good governance (public finance, fiscal decentralisation, anti-corruption) and the fight against HIV / AIDS."*

*Mali (CSP1): "German cooperation is centred on areas such as decentralisation, agriculture, water supply, sanitation, basic education and microfinance. German cooperation in the decentralisation area is implemented through a project aiming at the promotion of decentralization. The aim of the project is to strengthen the legislative and regulatory framework for decentralisation through the support to central structures which are responsible for the design of the decentralization reform. This programme is complemented by a support project to local governments. It focuses on strengthening the capacities of local governments (primarily in the 2nd region and in the Northern part of the country).*

*(...) French cooperation covers particularly the areas of technical assistance and expertise, decentralisation, education, training, infrastructure, livestock and agricultural sector, private sector and health."*

*Rwanda (CSP2): "The Netherlands programme (largely implemented through projects) is centred on decentralisation, rural development, and governance. German cooperation, currently at around €10m per year (health, decentralisation, private sector development, governance), is set to increase and to include general budget support"*

*Senegal (CSP2): "With its key actors in development cooperation, GTZ and KfW, Germany has targeted three areas of intervention: (i) support to the decentralisation process, (ii) support to socio-economic development and to peace in the Casamance region, and (iii) the promotion of youth employment."*

Almost all CSP provides a **donor matrix** (which gives an overview of the actions of the other donors in the partner country). Only a few of the existing matrices (e.g., 8 out of the 19 available in the second strategic period) provide specific information on decentralisation. The table below summarises the information available in these matrices.

*Table 4 Overview of donor matrices mentioning decentralisation in the CSPs*

| Country                        | CSP 1         | CSP 1                            | CSP 2         | CSP 2                            |
|--------------------------------|---------------|----------------------------------|---------------|----------------------------------|
|                                | Matrix exists | Matrix mentions decentralisation | Matrix exists | Matrix mentions decentralisation |
| Benin                          | yes           | yes                              | yes           | yes                              |
| Cambodia                       | no            | no                               | yes           | yes                              |
| Colombia                       | yes           | no                               | yes           | no                               |
| Congo (Democratic Republic of) | yes           | no                               | yes           | no                               |
| Guatemala                      | no            | no                               | yes           | no                               |
| Honduras                       | yes           | yes                              | yes           | yes                              |
| Jordan                         | yes           | no                               | yes           | no                               |
| Kenya                          | yes           | yes                              | yes           | yes                              |
| Lebanon                        | yes           | no                               | yes           | yes                              |
| Madagascar                     | yes           | no                               | yes           | no                               |
| Mali                           | yes           | yes                              | yes           | yes                              |
| Nicaragua                      | yes           | yes                              | yes           | yes                              |
| Papua New Guinea               | yes           | no                               | yes           | no                               |
| Philippines                    | yes           | no                               | yes           | no                               |
| Peru                           | yes           | no                               | yes           | no                               |
| Rwanda                         | yes           | no                               | yes           | no                               |
| Senegal                        | yes           | no                               | yes           | no                               |
| South Africa                   | no            | no                               | no            | no                               |
| Tanzania                       | yes           | yes                              | yes           | yes                              |
| Uganda                         | yes           | no                               | yes           | no                               |

The *Congo DRC CSP2* highlights the experience of the EC in the field of local governance but also mentions that it relies on the experience of other donors:

*"Based on its strong experience in other African countries and two studies conducted jointly with the World Bank on issues and challenges in the short and medium term, the EC will support the new local governance under the constitution."*

Only two CSPs (*Mali* and *Guatemala*) clearly point out the **comparative advantage** of the EC in supporting the decentralisation process in partner countries.

*Mali (CSP2): "The comparative advantage of the EC focuses on the acquired skills, the ability to support major reforms through budget support (important in the case of decentralisation) and the ability to finance large infrastructure by providing grants (thus without increasing the debt level of the country), with procedures especially tailored to the implementation of important infrastructure."*

*Guatemala (CSP1): "(Focal sector: Support for integrated and sustainable local development and Decentralisation) (...) The approach (support to the local level) is designed to take advantage of the Community's wide experience in this area (local development, bolstering of civil participation, integrated rural development, reintegration programmes for refugees and former combatants and PRAAC) and territorial cover, thus providing an important reference framework."*



## 3.2 Detailed information collected

### 3.2.1 Country Benin

| Dimension to analyse                                                                 | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p><i>(Decentralisation appears as predominant in the agenda of the Government):</i></p> <p>"Avec le <b>processus de décentralisation</b> amorcé en 2003, le Bénin entame actuellement une mutation importante de sa structure administrative avec le transfert progressif vers les niveaux déconcentré et décentralisé de certaines compétences."</p> <p>"Le processus de décentralisation a connu un bond qualitatif depuis le 15 décembre 2002 avec la tenue effective des premières élections municipales. <b>La réforme administrative territoriale et la mise en place des communes</b> ont généré une certaine dynamique avec des avancées significatives, notamment avec un corpus juridique étoffé qui mérite, certes, d'être complété par des textes d'application sur l'intercommunalité et la fonction publique territoriale."</p> <p>"(...) le gouvernement a engagé un exercice pour organiser un Forum national sur la décentralisation-déconcentration et adopter rapidement un document de Politique nationale de décentralisation."</p> <p>"Le gouvernement du président Boni Yayi s'est doté d'une stratégie pour les cinq ans à venir visant à faire du Bénin une «économie émergente». Cette stratégie repose sur les axes majeurs suivants:</p> <ul style="list-style-type: none"> <li>- bonne gouvernance pour une administration au service du développement (réforme de la fonction publique, promotion d'une culture de la transparence dans l'administration, assainissement du système juridique et judiciaire, réforme de l'administration territoriale);</li> <li>- (...)</li> <li>- <b>développement local</b> en vue d'améliorer les conditions de vie des populations et de rendre attractifs les <b>espaces ruraux</b> (mise <b>en oeuvre effective de la décentralisation par l'accélération des transferts de compétences et de ressources humaines</b> et financières vers le niveau décentralisé)." <p>"La décentralisation, la consolidation de la démocratie et du dialogue social interne, le renforcement des systèmes juridique et judiciaire, les actions de promotion du développement communautaire font partie des grands chantiers prioritaires du DSRP."</p> </li></ul> | <p><i>(There seems to be a strong will of the Government to implement this reform process):</i></p> <p>"Une <b>réforme de décentralisation</b>, programmée depuis 1993, ne s'est pas encore concrétisée par des <b>élections locales</b>; celles-ci sont maintenant prévues pour le 1<sup>er</sup> décembre 2002, confirmant la <b>volonté politique</b> de mener à bien cette réforme."</p> <p>"Sur le moyen terme le Gouvernement a fixé les objectifs suivants:</p> <ul style="list-style-type: none"> <li>(i) Renforcement de la bonne gouvernance et la <b>décentralisation</b>,</li> <li>(ii) Renforcement de la capacité de gestion et d'absorption des ressources publiques,</li> <li>(iii) Amélioration de la compétitivité de l'économie béninoise et accroissement des investissements privés,</li> <li>(iv) Satisfaction des besoins essentiels en terme de sante, d'éducation, de sécurité alimentaire, d'habitat et d'assainissement, d'eau potable et d'électrification,</li> <li>(v) Protection de l'environnement." <p>+ ANNEXE 3 « Objectifs de Développement du Pays »".</p> </li></ul> |

| Dimension to analyse                                                                                                                                              | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the progress in the national decentralisation process</b></p>                                                                                   | <p><i>(The process has started during the previous period and seems to have progressed significantly with apparently a strong political and legal framework now in place):</i><br/>           "Avec le processus de décentralisation amorcé en 2003, le Bénin entame actuellement une mutation importante de sa structure administrative avec le transfert progressif vers les niveaux déconcentré et décentralisé de certaines compétences."<br/>           " Le processus de décentralisation a connu un <b>bond qualitatif</b> depuis le 15 décembre 2002 avec la tenue effective des premières élections municipales. La réforme administrative territorial et la mise en place des communes ont généré une certaine dynamique avec des avancées significatives, notamment avec un corpus juridique étoffé qui mérite, certes, d'être complété par des textes d'application sur l'intercommunalité et la fonction publique territoriale."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><i>(There seems to be a good environment to launch an important decentralisation process but this one has not started yet despite the strong political will):</i><br/>           "la vie politique est caractérisée par une <b>composante régionaliste forte</b>"<br/>           "L'administration est très <b>centralisée</b> et nécessite une modernisation profonde afin d'être efficace. "<br/>           "Une <b>réforme de décentralisation</b>, programmée depuis 1993, ne s'est pas encore concrétisée par des <b>élections locales</b>; celles-ci sont maintenant prévues pour le 1er décembre 2002, confirmant la <b>volonté politique</b> de mener à bien cette réforme."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p> | <p><i>(The CSP provides a quite detailed analysis of various dimensions of decentralisation)</i><br/>           "Avec le processus de décentralisation amorcé en 2003, le Bénin entame actuellement une mutation importante de sa structure administrative avec le transfert progressif vers les <b>niveaux déconcentré et décentralisé de certaines compétences.</b>"<br/>           " Le processus de décentralisation a connu un bond qualitatif depuis le 15 décembre 2002 avec la tenue effective des premières élections municipales. La réforme administrative territorial et la mise en place des communes ont généré une certaine dynamique avec des avancées significatives, notamment avec un <b>corpus juridique étoffé</b> qui mérite, certes, d'être complété par des textes d'application sur l'intercommunalité et la fonction publique territoriale."<br/>           "Le processus souffre cependant encore d'importantes faiblesses qui freinent la dynamique générée. C'est pourquoi le gouvernement a engagé un exercice pour organiser un Forum national sur la décentralisation-déconcentration et adopter rapidement un <b>document de Politique nationale</b> de décentralisation."<br/>           "Le Bénin s'est lancé, depuis le début des années 90, dans un vaste programme de réformes dans le domaine de la santé. Parallèlement, le pays s'est engagé à réorganiser l'administration centrale (déconcentration) et à définir le <b>régime financier des communes</b> (décentralisation vers les zones sanitaires ne concordant pas avec les communes)."<br/>           "Le processus de déconcentration et de décentralisation en cours, ainsi que la part croissante du secteur privé, impliquent une réorientation du rôle de l'État dans le secteur de la santé vers, notamment, des <b>fonctions de régulation</b> et une vision davantage transversale des problématiques."</p> | <p><i>(The CSP provides a quite detailed analysis of various dimensions of decentralisation)</i><br/>           "La politique du Gouvernement sur la <b>décentralisation</b>, actuellement en préparation, prévoit qu'une grande partie de la mise en œuvre des politiques sectorielles soit <b>déléguée</b> au niveau des <b> futures communes</b> (construction et entretien de pistes rurales, de voiries urbaines, d'écoles primaires, de dispensaires, de systèmes d'assainissement; traitement de déchets etc.). Les 77 futures communes, dotées d'une <b>personnalité juridique et d'une autonomie financière</b>, auront la responsabilité d'une grande partie des activités de développement et devront à cette fin élaborer des plans de développement pluriannuels, d'urbanisme, des schémas d'aménagement du territoire et de programmation des investissements. Les modalités de <b>transfert de ressources financières</b> ne sont pas encore définies."<br/>           "Une réforme sur la décentralisation est en préparation depuis 1993. Malgré l'inscription du principe de décentralisation dans la Constitution du Bénin et les engagements pris par les gouvernements successifs depuis 1990, cette réforme reste toujours sans suite. Programmées initialement avant les présidentielles de mars 2001 pour permettre l'utilisation des mêmes listes électorales aux deux échéances, les élections municipales ont finalement été fixées au 1er décembre 2002; les reports successifs semblaient indiquer précédemment que le processus de décentralisation n'était pas une priorité immédiate pour le Gouvernement."<br/>           "D'autres contraintes sont de nature plus politique au sociale:<br/>           • (...)<br/>           • la non mise en œuvre de la décentralisation<br/>           • (...)"<br/>           "D'une façon générale, les projets d'investissement à la base ou les programmes de micro réalisations précédemment mis en œuvre ont démontré la faible capacité d'absorption des structures déconcentrées de L'Etat et leur incapacité à mobiliser les bénéficiaires autour des projets. Cette conclusion a donné lieu au financement, dans le cadre du 8ème FED, d'un programme d'appui au démarrage des communes visant le renforcement de la capacité de gestion des nouvelles collectivités locales et leur intégration rapide dans l'architecture institutionnelle du pays."<br/>           "Un aspect important de l'aide communautaire est la participation de plus en plus importante, à tous les niveaux, des acteurs de la société civile. Les usagers, ne sont</p> |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                 |                                                                                                                              | <p>pas seulement appelés à contribuer au financement des investissements ou à leur fonctionnement, mais aussi à leur gestion qu'il s'agisse des infrastructures de santé primaire, des adductions d'eau villageoises, des comités de gestion pour les pistes rurales ou de l'entretien routier. Chaque fois que possible un partenariat est recherché avec les organismes représentatifs qu'il s'agisse du secteur privé (par exemple L'Ordre des Médecins) ou associatif (l'association des structures sanitaires caritatives)."</p> <p>"Les expériences ont montré que le système de maîtrise d'ouvrage déléguée (exécution des travaux par des agences d'exécution spécifiques comme AGETUR ou AGDSD) est globalement efficace. Dans le contexte de la décentralisation ce recours à des agences d'exécution pourrait appuyer également les collectivités locales et les communautés."</p> <p>"La mise en place des communes constitue en même temps un défi et une opportunité pour le pays qu'il faut soutenir par une assistance technique importante."</p> |
| <b><i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</i></b> | YES (but the analysis is not exhaustive; only certain aspects are tackled and the CSP does not go very deep in the analysis) | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b><i>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</i></b>                                                          | YES                                                                                                                          | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>2. The EC response strategy</b>                                                                                                                                              |                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Dimension to analyse                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p> | <p>"Le diagnostic du pays et les mutations liées au processus de déconcentration/ décentralisation, les expériences de la coopération passée et le nouveau cadre d'orientation stratégique du gouvernement mis en place en avril 2006 amènent à retenir les priorités suivantes pour définir la stratégie de coopération entre le Bénin et la Commission européenne pour 2008-2013:</p> <ul style="list-style-type: none"> <li>- le renforcement de l'appui budgétaire macroéconomique pour soutenir les efforts du gouvernement dans la stabilisation du cadre macroéconomique et dans la réduction de la pauvreté;</li> <li>- l'appui au <b>processus de réforme de l'État</b>, notamment dans le domaine de la bonne gouvernance et la <b>décentralisation</b>;</li> <li>- la poursuite des efforts visant à une meilleure interconnexion avec les réseaux de transports régionaux;</li> <li>- l'évolution des appuis dans le domaine de la santé et des services sociaux vers la promotion de l'accès aux soins et autres <b>services de base au niveau déconcentré et décentralisé</b>, tout en continuant d'accompagner l'État par le soutien au financement de son budget; le secteur de la santé bénéficiera par ailleurs directement de l'appui du 8e FED encore en 2007, puis de l'appui 9e FED qui est en cours de formulation." <p>1<sup>er</sup> secteur de concentration : gouvernance et développement local</p> <p>(...)</p> <p>Axe développement local:</p> <p>Objectif global: Soutenir le développement à la base.</p> <p>Objectifs spécifiques:</p> <ul style="list-style-type: none"> <li>- Accompagner le processus de décentralisation et de déconcentration en promouvant la gouvernance au niveau local; - Renforcer l'accès aux services sociaux de base;</li> <li>- Assurer le développement équilibré et durable de l'espace national à travers le développement local;</li> <li>- Accroître la participation des acteurs locaux au processus de prise de décision et de mise en œuvre des actions de développement.</li> </ul> <p><i>Axes d'intervention et modalités:</i></p> <ul style="list-style-type: none"> <li>- Afin d'appuyer la stratégie de décentralisation et/ou de développement à la base formulée au niveau national, il est prévu de contribuer au financement des budgets communaux en passant par les mécanismes de transfert de ressources mis en place par l'État.</li> <li>- Ce financement sera complété par des appuis d'ordre institutionnel visant à renforcer les capacités de l'administration centrale déconcentrée et décentralisée pour la mise en œuvre de stratégies de développement local intégré mais aussi à la mise en œuvre de la décentralisation et de la déconcentration. En fonction de la stratégie gouvernementale, les questions liées à l'emploi (travail décent) et à la formation professionnelle, et aux mécanismes de financements décentralisés, pourront être considérées pour assurer une meilleure cohésion sociale au niveau local." </li></ul></li></ul> | <p><i>(Support to decentralisation briefly appears in the "Non focal sectors" section):</i></p> <p>"la Commission Européenne structure sa stratégie de coopération autour de trois composantes :</p> <ul style="list-style-type: none"> <li>• Appui macro-économique lie à la lutte contre la pauvreté (26 %),</li> <li>• Appuis sectoriels concentres sur deux secteurs: Transports routiers (49%), Sante (13%),</li> <li>• Actions transversales concentrées sur le renforcement institutionnel, en particulier dans les domaines des administrations financières, de la justice et des <b> futures collectivités locales</b> (12 %)." <p><i>In the NIP:</i></p> <p>"Un montant indicatif de 25 MEUROS est réservé afin de mener notamment des actions complémentaires indispensables au succès de l'ensemble de la stratégie de coopération. Ces interventions visent à appuyer, entre autres</p> <ul style="list-style-type: none"> <li>- (...)</li> <li>- La mise en œuvre de la décentralisation avec la tenue des élections locales;</li> <li>- (...)"</li> </ul> <p>FROM CSP2: "Le PIN du 9e FED a prévu des actions complémentaires indispensables au succès de l'ensemble de la stratégie de coopération. Ces interventions situées <b>hors secteurs de concentration</b> visent à appuyer:</p> <ul style="list-style-type: none"> <li>- (...)</li> <li>- la mise en œuvre de la décentralisation (<b>appui au démarrage des communes</b> dans le cadre du 8e FED puis du programme d'<b>appui aux collectivités territoriales</b> au titre du 9e FED qui doit démarrer fin 2007);" <p>FROM NIP: "b) Actions visant à améliorer la gouvernance et à renforcer l'état de droit: mener un ensemble d'actions visant à renforcer les instruments de gouvernance dans le domaine de la justice et en particulier les juridictions, l'état civil, ainsi que des actions permettant d'améliorer la capacité de gestion des communes (appui à la définition, la programmation et la maîtrise d'ouvrage de projets locaux)."</p> </li></ul></li></ul> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the objectives pursued by the EC support to decentralisation</b></p>                                                                  | <p>"Tout en gardant l'objectif général de réduction de la pauvreté et d'atteinte des OMD, les grands objectifs stratégiques suivants ont été formulés pour la coopération CE-Bénin dans le cadre du 10e FED:</p> <ul style="list-style-type: none"> <li>- une amélioration significative de la <b>gouvernance économique, financière, judiciaire et politique</b>, un État davantage centré sur son rôle de <b>régulateur</b> et une <b>croissance stimulée au niveau local</b> en s'appuyant sur les administrations déconcentrées, les collectivités locales, le secteur privé et la société civile;"</li> </ul> <p><i>"Objectif global:</i><br/> <b>Soutenir le développement à la base.</b><br/> <i>Objectifs spécifiques:</i></p> <ul style="list-style-type: none"> <li>- Accompagner le processus de <b>décentralisation et de déconcentration</b> en promouvant la gouvernance au niveau local</li> <li>- (...)"</li> </ul> <p>"Les résultats obtenus dans les différentes interventions en matière de gouvernance, de décentralisation et de renforcement de la société civile et d'environnement seront capitalisés et utilisés pour les interventions futures."</p> | <p>"Dans les conditions spécifiques du Bénin, la stratégie visant à atteindre l'objectif global de réduction de la pauvreté repose, à moyen terme, sur la poursuite de cinq objectifs spécifiques:</p> <ul style="list-style-type: none"> <li>• (...)</li> <li>• <b>Améliorer les conditions de vie</b> de la population et particulièrement des groupes les plus vulnérables, ce qui suppose que ceux-ci puissent notamment mieux accéder à des services sociaux tant publics que privés de meilleure qualité, en particulier dans le contexte de décentralisation.</li> <li>• <b>Rendre l'administration plus efficace</b> et la rapprocher de la population pour permettre l'émergence d'un environnement propice au développement de l'activité économique et pour parvenir à une meilleure adéquation de l'investissement public aux besoins des populations afin de responsabiliser les usagers à la prise en charge et à l'entretien des infrastructures."</li> </ul> <p>"(...) La décentralisation pourrait à plus long terme et sous condition d'un appui institutionnel renforcé, accroître l'absorption des aides budgétaires octroyées par la CE et ses partenaires."</p> |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>YES: although the evolution seems to be smooth (the EC was already aiming at developing the capacities of the local government in the previous CSP). The evolution seems to come from the changes in the context (new and stronger decentralisation framework in the country which requires adjusting the strategy and the scope of the interventions to the new elements in place).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>YES (<i>evolution from micro-projects to wider projects aiming at developing the capacities of the local governments</i>):</p> <p>"L'appui a la mise en place des futures collectivités locales et à la préparation de la réforme de Décentralisation, apporté par la CE, la France et l'Allemagne, a, dans un premier temps, consisté à renforcer certaines institutions centrales (Ministère de l'Intérieur, Mission de Décentralisation) dans la perspective de cette Décentralisation. La CE assure la coordination des partenaires dans l'appui à cette réforme."</p> <p>"D'une façon générale, les projets d'investissement à la base ou les programmes de micro réalisations précédemment mis en œuvre ont démontré la faible capacité d'absorption des structures déconcentrées de L'Etat et leur incapacité à mobiliser les bénéficiaires autour des projets. Cette conclusion a donné lieu au financement, dans le cadre du 8ème FED, d'un programme d'appui au démarrage des communes visant le renforcement de la capacité de gestion des nouvelles collectivités locales et leur intégration rapide dans l'architecture institutionnelle du pays."</p>                |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        | <p><i>It does not appear so clearly although now the Government seems to be targeted through BS interventions and to a certain extent local governments and NSA through TA.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><i>(The interventions appear to be clearly oriented towards (future) local governments.)</i></p> <p>"(...) financement, dans le cadre du 8ème FED, d'un programme d'appui au démarrage des communes visant le renforcement de la <b>capacité de gestion des nouvelles collectivités locales</b> et leur intégration rapide dans l'architecture institutionnelle du pays."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>                   | <p>"L'environnement, les questions de genre, le renforcement de la participation et de la responsabilisation des populations, notamment les plus démunies, sont au cœur de tout le processus du DSRP dont la mise en œuvre est soutenue financièrement par l'ABC-RP. La décentralisation, la consolidation de la démocratie et du dialogue social interne, le renforcement des systèmes juridique et judiciaire, les actions de promotion du développement communautaire font partie des grands chantiers prioritaires du DSRP"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>Not clear which type of approach/ modality should be adopted; yet, no mention is made to budget support or to the existence/ setting up of a pool funding which hints towards the use of a project approach.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                                 | In particular Government with budget support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Government or structures related to the local governments: "La mise en place des communes constitue en même temps un défi et une opportunité pour le pays qu'il faut soutenir par une assistance technique importante."                                                                                                                                                                                                                                                                                                                                                            |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                              | "L'environnement, les questions de genre, le renforcement de la participation et de la responsabilisation des populations, notamment les plus démunies, sont au cœur de tout le processus du DSRP dont la mise en oeuvre est soutenue financièrement par l'ABC-RP. La décentralisation, la consolidation de la démocratie et du dialogue social interne, le renforcement des systèmes juridique et judiciaire, les actions de promotion du développement communautaire font partie des grands chantiers prioritaires du DSRP."                                                                                                                            | No explicit reference.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                                 | YES : "Les résultats obtenus dans les différentes interventions en matière de gouvernance, de décentralisation et de renforcement de la société civile et d'environnement seront capitalisés et utilisés pour les interventions futures."<br>"Ces choix stratégiques sont conformes aux recommandations de l'évaluation de la stratégie du pays qui proposaient deux options dont l'une était de retenir la décentralisation comme secteur de concentration permettant ainsi « <i>de continuer à appuyer le secteur de la santé mais aussi d'apporter un appui à la base dans d'autres secteurs, notamment l'éducation et l'accès à l'eau potable</i> »." | "D'une façon générale, les projets d'investissement à la base ou les programmes de micro réalisations précédemment mis en oeuvre ont démontré la faible capacité d'absorption des structures déconcentrées de L'Etat et leur incapacité à mobiliser les bénéficiaires autour des projets. Cette conclusion a donné lieu au financement, dans le cadre du 8ème FED, d'un programme d'appui au démarrage des communes visant le renforcement de la capacité de gestion des nouvelles collectivités locales et leur intégration rapide dans l'architecture institutionnelle du pays." |
| <b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b> | (Le DSRP inclut l'objectif de décentralisation).<br>"Annuellement, les partenaires au développement et le gouvernement se retrouvent autour du rapport de mise en oeuvre du DSRP et des appuis budgétaires et font le point sur les réformes mises en place, notamment celles visant à renforcer la gouvernance."                                                                                                                                                                                                                                                                                                                                         | YES : "L'appui à la mise en place des futures collectivités locales et à la préparation de la réforme de décentralisation, apporté par la CE, la France et l'Allemagne, a, dans un premier temps, consisté à renforcer certaines institutions centrales (Ministère de l'Intérieur, Mission de Décentralisation) dans la perspective de cette décentralisation. La CE assure la coordination des partenaires dans l'appui à cette réforme."<br>+ ANNEXE 8 "Matrice de correspondance"                                                                                               |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                                                     | "La décentralisation fait l'objet de nombreuses interventions, y compris de la part des États membres."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | YES : "L'appui à la mise en place des futures collectivités locales et à la préparation de la réforme de décentralisation, apporté par la CE, la France et l'Allemagne, a, dans un premier temps, consiste à renforcer certaines institutions centrales (Ministère de l'Intérieur, Mission de Décentralisation) dans la perspective de cette décentralisation. La CE assure la coordination des partenaires dans l'appui à cette réforme."                                                                                                                                         |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                                                                           | "La décentralisation fait l'objet de nombreuses interventions, y compris de la part des États membres. La Commission européenne est chef de file de la coordination des bailleurs dans ce domaine."                                                                                                                                                                                                                                                                                                                                                                                                                                                       | YES : "L'appui à la mise en place des futures collectivités locales et à la préparation de la réforme de décentralisation, apporté par la CE, la France et l'Allemagne, a, dans un premier temps, consiste à renforcer certaines institutions centrales (Ministère de l'Intérieur, Mission de Décentralisation) dans la perspective de cette décentralisation. La CE assure la coordination des partenaires dans l'appui à cette réforme."                                                                                                                                         |
| <b>A donor matrix exists</b>                                                                                                                            | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | YES (page 39-60)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                          | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | YES (page 39-60)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Evidence on coordination or consultative mechanisms</b>                                                            | <p>(in Annex 26 of NIP)</p> <p><u>"3°) Situation actuelle de l'harmonisation et alignement de l'aide</u></p> <p>Au niveau politique (des chefs de mission), le dialogue est intensif et bien organisé. En effet, des réunions mensuelles sont organisées avec une Présidence à rotation semestrielle. L'ensemble des Ambassadeurs, représentants des organisations internationales et les chefs de missions techniques y participent.</p> <p>Au niveau technique, la coordination se fait par la mise en place de 6 groupes sectoriels présidés par les autorités nationales.</p> <p>Aux six groupes sectoriels se rajoutent 6 groupes thématiques : - Décentralisation; - Déconcentration/Réforme administrative; - Réforme budgétaire; - Gouvernance/Corruption et Justice; - Suivi du DSRP."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>The CSP contains three sections on coherence/ coordination / complementarity:</p> <ul style="list-style-type: none"> <li>- Coherence and complementarity with other EU policies</li> <li>- Complementarity within EU (EU MS and EIB)</li> <li>- Complementarity with other development partners.</li> </ul> <p><i>But decentralisation is only explicitly mentioned once (in the section on complementarity with other development partners).</i></p> <p>"Un mécanisme général de concertation inter bailleurs a été instauré sur une base mensuelle - le PDGG (<i>Participatory Development and Good Governance</i>) permet de coordonner les interventions des partenaires, en particulier sur <b>l'appui commun à la décentralisation</b> et à la justice, la réforme de la fonction publique et la lutte contre la corruption."</p>                                                  |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | <p>"Depuis plus de quinze ans, la CE participe à la préparation et à la mise en œuvre de la politique sanitaire du Bénin. Le projet du 7e FED portait sur deux volets: la réhabilitation et la construction d'infrastructures hospitalières et de centres de santé et l'équipement des infrastructures sanitaires dans les départements du sud, et l'appui au niveau central et au niveau décentralisé pour le renforcement des capacités de programmation et de gestion des ressources. L'intervention de la CE à travers le 7e FED a permis d'améliorer la couverture sanitaire du point de vue des infrastructures sans que l'on puisse cependant démontrer que ce programme ait eu un effet direct sur l'amélioration des taux de fréquentation. Le projet du 8e FED, encore en cours d'exécution, vise, grâce à un appui institutionnel, au renforcement de la décentralisation des services de santé et au développement du partenariat public/privé dans le domaine sanitaire."</p> <p>"Il a été également prévu un appui visant l'amélioration de la gouvernance et l'efficacité de la gestion du système de santé en périphérie dans un contexte d'émergence des communes et, éventuellement, l'amélioration de la prise en charge sanitaire des familles indigentes dans un contexte d'émergence de la mutualité en matière de santé au Bénin."</p> | <p>HEALTH : « Les mesures principales en matière de politique sectorielle, approuvées par le Gouvernement, sont :</p> <ul style="list-style-type: none"> <li>• Intégrer les recommandations de la revue à mi-parcours des stratégies sanitaires nationales,</li> <li>• Prendre des engagements, notamment budgétaires, qui reflètent les priorités politiques de santé publique, en particulier en ce qui concerne les maladies prioritaires (SIDA, Paludisme),</li> <li>• Favoriser la <b>décentralisation effective</b> et la gestion paritaire conformément à la stratégie nationale,</li> <li>• Favoriser un partenariat efficace avec le secteur privé,</li> <li>• Développer des stratégies de financement du secteur basées sur la mutualisation." <p>TRANSPORT: "Mise en place de la décentralisation pour prise en charge locale des programmes de pistes rurales."</p> </li></ul> |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other relevant information 1</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

### 3.2.2 Country Cambodia

| Dimension to analyse                                                                                                                                       | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Context analysis</b>                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Evidence on the importance given by the Government to decentralisation</b>                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>"<b>Decentralisation</b> is a key component of the government's reformulation of government and democracy. The Commune Administration Law is presently under discussion in the Council of Ministers and will be presented to the National Assembly later in 2000. In addition, work on the Electoral law remains to be done and the commune boundaries need to be established. "</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on the progress in the national decentralisation process</b>                                                                                   | <p>"Given the short period of time that has elapsed since 1993, overall progress in establishing democratic structures in Cambodia has been good. Strategies have been formulated and are in place at the national and sectoral levels to promote economic and social development and to address poverty. The current Governance Action Plan covers several cross-cutting areas, including civil service reform, <b>deconcentration and decentralisation</b>, judicial and legal reform, public finance reform, anti-corruption and gender equity.</p> <p>In relation to all of these issues, either initial successful steps have been taken towards improvement or strategy reforms have been formulated and have begun to be implemented."</p> <p>(...)</p> <p>"The Commune Council elections held in 2002 were an important step forward in delivery of the <b>decentralisation</b> process. Supporting the successful development of democratic structures at the commune level, the RGC approved in June 2005 the Strategic Framework for <b>Deconcentration and Decentralisation</b> for which the organic laws, especially on management of provincial and district municipalities, are to be enacted by end 2007."</p> | <p>"After this work had been finalised (<i>on the commune administrative law and election law</i>) it is estimated that it will take 9-10 months to prepare the elections. This would mean that elections would take place late in the year 2001 at the earliest.</p> <p>Since 1996 the Royal Government has been formulating and testing a model of <b>decentralised governance</b> in twenty percent of the country, the SEILA Programme. Following further technical review and adjustment in 2000, the Government will officially adopt decentralised management systems based on those piloted by SEILA, to support Commune Councils throughout the country."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b> | <p>"The <b>deconcentration process</b> will involve the transfer of executive and financial powers from line ministries to integrated Provincial and District authorities based on the principle of "<b>democratic participation</b>" and "<b>public sector accountability</b>". The strengthening of human resource capacity at all administrative levels will be crucial in this regard, and will have to be addressed further. Effective performance and progress monitoring mechanisms, as well as appropriate funding levels, will be necessary to maximise the impact of local development projects on poverty reduction."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><i>From NIP 2002-2004:</i></p> <p>"While the concept of good governance is not new to Cambodia, the Government has acknowledged the necessity to strengthen and improve good governance, better to alleviate poverty. The Governance Action Plan (GAP), approved in March 2001, identifies priority actions, such as (i) the improvement of public services delivery, by <b>strengthening the public administration, in particular at de-concentrated levels</b>, better to respond to the needs of the population; (ii) the development of local democracy in order to reduce poverty (<b>decentralisation process, election and establishment of commune councils</b>); (iii) the improvement of social justice and the strengthening of the legal framework to encourage and secure further private investments."</p> <p>"In early 2001, Cambodia irremediably embarked on a <b>decentralisation process to strengthen local democracy and improve poverty alleviation</b>. Once elected, the 1621 commune councils will be responsible for local development and entitled to manage technical, human and financial resources, better to identify and meet the needs of local populations. The Government has approved a support strategy, created a new inter-ministerial reform council, the National Council to Support the</p> |



| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Communes (NCSC), and set up other institutions to support the process. The tasks are huge, as the commune councils will be endowed with new rights and duties to improve local governance and development. The NCSC is conducting consultations to draw up a road map, that will list and address the requested activities during the first mandate 2002-2007 (e.g. required legal provisions, capacity-building and training activities, information dissemination activities). The process of de-concentration of public administration is also meant as supporting this long-term objective and challenging decentralisation process."                                                                               |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | <p><i>No (yes but quite limited)</i></p> <p>"The <b>deconcentration process</b> will involve the transfer of executive and financial powers from line ministries to integrated Provincial and District authorities based on the principle of "<b>democratic participation</b>" and "<b>public sector accountability</b>". The strengthening of human resource capacity at all administrative levels will be crucial in this regard, and will have to be addressed further."</p> <p><i>The CSP also mentions the risk on the cooperation strategy associated to a slow progress in the decentralisation process.</i></p> <p>"The following issues have been identified as the main risks that could jeopardise the successful implementation of the Strategy Paper: 1/ Loss of momentum in the reform process, especially in key areas like the <b>Deconcentration and Decentralisation Strategy</b>, and resistance from vested interests; 2/ Fiduciary risk and a failure to ensure that adequate progress is made with budget transparency and tackling corruption; "</p> | <p><i>From NIP:</i></p> <p>"As various donors would contribute to dissemination, public awareness and training activities, it is mandatory for the NCSC to ensure <b>that various programmes do not promote divergent messages and procedure</b>, leading to divergent understandings across the country.</p> <p>Lack of <b>transfers and/or lack of sufficient transfers to communal budgets</b> could prevent the commune councils from undertaking local development activities. Poor use of transfers by commune councils could discredit the decentralisation process. Poor local revenue-raising, because of poor local potential resources, could undermine local autonomy and meaningful decentralisation."</p> |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | <p><i>In this CSP, it does not seem that the EC is supporting the decentralisation process. Actually, the CSP mentions decentralisation in the CCI section related to governance (very little is said about the type of support that should be provided):</i></p> <p>"The EC will also fund activities to support to co-operation and dialogue in the field of governance and human rights in order to promote constructive dialogue and stimulate co-operation between the RGC and the EC in a wide range of areas of mutual interest, in particular in the areas of governance, legal and judicial reform (including possible further support to the Khmer Rouge Tribunal), institution building, administrative reform (including the fight against corruption) <b>decentralisation</b> and <b>deconcentration</b>, support for the election process, (...)"</p>                                                                                                                                                                                                         | <p><i>Bottom-up:</i> training of commune councillors, improved technical and material capacity of commune council, funds transferred to commune councils etc, information of population</p> <p><i>To-down:</i> training of civil servants</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Type of objectives pursued by the EC support to decentralisation</b>                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | "Human and institutional capacity building remains a priority for Cambodia. Taking stock of its experience from the previous institutional reform programme, the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                |                                                                                                                                        | <p>Commission is well placed to support the Cambodian government to continue and expand the reform of the public administration in order to increase its efficiency and to allow <b>for greater autonomy at provincial level</b>. The support should be focused on some key ministries taking into account the on-going EC programmes in the country."</p> <p>(..)</p> <p><i>From the NIP 2002-2004: Governance and Democratisation as cross-cutting issue of EC support:</i></p> <p>"The EC has supported the development of governance within various previous projects and will launch shortly a further Institutional Support Programme for institutional capacity-building within seven key Ministries, including training activities. <b>Local governance development and support to the decentralisation/ democratisation</b> process is a priority for the EC, as it should contribute to poverty alleviation."</p> <p>(..)</p> <p>10 M € (out of 68 M€ foreseen in the CSP) is dedicated to the Cross-cutting issue "Support to the decentralisation process"</p> <p>(..)</p> <p>"The overall objective is: to improve local democracy and local development and to contribute:</p> <ul style="list-style-type: none"> <li>• to the overall poverty alleviation process in selected provinces in the North-west of Cambodia.</li> </ul> <p>The specific objectives are:</p> <ul style="list-style-type: none"> <li>• Improved local democratic participatory mechanisms and improved local governance;</li> <li>• Improved service providers' function of the commune councils and improved appropriate local development activities."</li> </ul> <p>FROM CSP2 (past cooperation section):</p> <p>"In this context, an EC-UNDP co-funding partnership has been established for support to the Commune Councils elected for the first time in 2003, and to enhance their service providers' function for local development activities. The successful implementation of this strategy is seen as essential to improving the financial situation of the poor in Cambodia, as 85 % of them live in the countryside"</p> |
| <p><b><i>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</i></b></p> | <p><i>Overall, decentralisation seems to have almost disappeared from the EC cooperation strategy between the CSP 1 and CSP 2.</i></p> | <p>"The EC has already contributed to the institutional capacity-building process through various programmes (Institutional Support Programme I to various Ministries and National institutions, CAD, specific components of PRASAC, PASEC, CREP, institutional support to set up the CMAA and TPO project). The EC will further fund a three-year Institutional Support Programme II to seven key Ministries to contribute to the strengthening of governance in Cambodia, in particular through training of civil servants in charge of key reform activities, which aim at poverty alleviation. Necessary complementary support activities could be identified later, on the basis of the first outputs of the programme and considering the evolution of the Cambodian context."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| <b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Cf. evidence on the type of entry point                                                                                    |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                            |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | EC-UNDP co-funding partnership has been established for support to the Commune Councils elected for the first time in 2003 |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                            |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                                 | <p><b>Lessons learnt from the action “Governance and Democratisation (€10 million)”:</b></p> <p>"For historical reasons, Cambodia has had, until now, a highly centralised administration system. Some EC-supported actions through civil society projects have already started to address this problem, and the RGC is trying to implement a Deconcentration and Decentralisation Strategy to improve local democratic participation and local governance. In this context, an EC-UNDP co-funding partnership has been established for support to the Commune Councils elected for the first time in 2003, and to enhance their service providers' function for local development activities. The successful implementation of this strategy is seen as essential to improving the financial situation of the poor in Cambodia, as 85 % of them live in the countryside. Based on those prior experiences, the NIP 2005-2006 (€ 29.3 million) focuses on the following priorities within the focal areas for co-operation: <b>pro-poor economic development and the social sector</b>, with governance as a cross-cutting issue."</p> |                                                                                                                            |
| <b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b> | <p><i>(the text remains quite general. Yet, GBS seems to be a good way to ensure alignment and policy dialogue)</i></p> <p>"All interventions within the bilateral programme will fall within the framework of the National Strategic Development Plan for Poverty Reduction (NSDP) for the period 20062010, prepared by the RGC in co-operation with development partners."</p> <p>"EC aid to Cambodia is aligned with the NSDP. Donor support to facilitate its implementation is fundamental if its aims are to be achieved. Primarily, EC assistance is seen as taking the form of budget support in the framework of the World Bank-led Poverty Reduction Support Operation (PRSO), together with technical assistance in key fields focused on by the PRSO, in particular Public Financial Management. The provision of aid through budget support is in keeping</p>                                                                                                                                                                                                                                                             |                                                                                                                            |

| Dimension to analyse                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | First period |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                        | <p>with the EC's keenness to use modern means of aid delivery that ensure strong government ownership, effective, policy dialogue and strong donor co-ordination, wherever possible. The provision of budget support through the PRSO will allow the EC to give much-needed policy advice to the government through continuous involvement in dialogue on key reform agenda issues, while at the same time making available funds to enable the reform agenda to be implemented"</p> <p>"The EC is very likely to propose to the Cambodian authorities the creation, within the framework of the EC-Cambodia Co-operation Agreement, of a <b>sub-group on "co-operation in institution building, administrative reform, governance and human rights"</b>. This sub-group could provide suggestions for co-operation activities in this area"</p> |              |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>          | <p>"The European Union (EU Member States and the European Commission) is one of the largest donor partners of the RGC. EU donors active in Cambodia include Belgium, the Czech Republic, Denmark, France, Germany, Italy, the Netherlands, Poland, Sweden, the UK, and the European Commission. The EU donors' programmes are in education, health, HIV/AIDS, rural development, de-concentration and decentralisation, public financial management, legal and judicial reform, trade and private sector development."</p>                                                                                                                                                                                                                                                                                                                       |              |
| <b>A donor matrix exists</b>                                                           | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | No           |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>           | <p>"<b>Sweden</b> is mainly supporting the UNICEF Expanded Basic Education Programme, decentralisation of government and NGO projects on human rights. The <b>Asian Development Bank</b> strategy for Cambodia has two prime focal points: economic growth and poverty reduction. ADB activities support broad-based rural development through the promotion of water resource management, <b>decentralisation</b>, natural resource management, and agriculture sector reform."</p>                                                                                                                                                                                                                                                                                                                                                             | no           |
| <b>Evidence on coordination or consultative mechanisms</b>                             | <p>"The implementation of all EC cooperation activities in Cambodia will be complemented by a stronger focus on policy dialogue with the Government and other key donors through the Government-Donor Technical Working Groups and other sectoral working groups established by the Government and through regular meetings between Commission representatives, from EC Headquarters and the EC Delegation, and different Ministries. This dialogue will facilitate the establishment of jointly agreed goals and assessment indicators, resulting in better targeted assistance programmes."</p>                                                                                                                                                                                                                                                |              |
| <b>4. The EC response strategy in traditional sectors (health,</b>                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |

| Dimension to analyse                                                                                | Second period | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| education, natural resource management, transport)                                                  |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors |               | "Pro-poor reforms in social sectors, in particular for education and health, are priorities for the Government of Cambodia. <b>The Ministries of Education and Health have been selected by the RGC as the two first pilot ministries for implementing decentralisation</b> and fiscal reforms and for developing new partnerships with donors (sector-wide approaches). The Government has committed itself to increasing the level of public expenditure on the social sectors and improving the quality of public services" |
| 5. Other relevant information                                                                       |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Other relevant information 1                                                                        |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Other relevant information 2                                                                        |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Other relevant information 3                                                                        |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## 3.2.3 Country Colombia

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Context analysis</b>                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on the importance given by the Government to decentralisation</b>                                                                                            | <p>“Through President Uribe’s 2002-2006 National Development Plan, entitled “<i>Hacia un Estado Comunitario</i>” (Towards a <b>Community-based State</b>), the Government is trying to achieve “the construction of a <b>participatory State</b> which involves citizens in the achievement of social goals; a managerial State which invests public resources effectively and austere; and a <b>decentralised State</b> which promotes transparent <b>regional autonomy</b>.”</p> <p>In <i>Visión Colombia II Centenario: 2019</i>: “(objective of) consolidation of a state focused on achieving results and in which all the <b>territorial entities are financially viable</b>”</p> <p>“The electoral timetable for the 2006-2010 period provides for <b>local elections</b> (governors and town halls, October 2007)”</p> <p>“The financial situation of the <b>decentralised public entities</b> has improved even if that of central government still shows weaknesses.”</p> | <p>“The first strategy addresses the need to sufficiently alter the political environment in order to establish a <b>“participative” State</b>. Political reforms focus on making institutions more transparent and encouraging good-governance and will strengthen democracy. A redefinition and modernisation of the public service must be carried out. <b>Decentralisation</b> will increase State efficiency and reduce corruption, public expenditure and the country's fiscal deficit”</p> <p>“The deterioration of the public sector accounts resulted largely from the steep increase in total expenditures, particularly in <b>transfers to local governments, pensions and interest payments.</b>”</p> <p>“Reviewing the principal and more relevant issues for the future of the Colombian economy, the government has identified three important challenges: strengthen the income of the government, modify the <b>“Rule of Transfers” from the central government to the local regions</b> and finally, obtain the reform of the General System of Pensions.”</p> |
| <b>Evidence on the progress in the national decentralisation process</b>                                                                                                 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | See above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b>               | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | YES (although only on priorities of the Government in terms of decentralisation process – see above)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | <p>“With a view to achieving a medium-term effect on the conflict in Colombia, the EU will endeavour to promote peace at local and national level:</p> <ul style="list-style-type: none"> <li>- by encouraging citizens to take part in initiatives conducted by associations involved in <b>local governance</b> and the participatory economy, such as local public meetings and peasant and producer associations;</li> <li>- by promoting human rights, good governance and the fight against impunity;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>(PEACE LABORATORIES):</p> <p>“When announcing the EC contribution to the Colombian peace process, Commissioner Patten outlined the three objectives of the Peace Laboratories: first, to support, in the field, the implementation of the specific agreements entered into by the conflicting parties; second, to build up zones of peaceful coexistence for the inhabitants by <b>reinforcing local institutions</b>, and supporting civilian actors engaged</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  | <p>- by supporting the government's efforts to consolidate the presence of the State throughout the territory.<br/>- (...)"</p> <p>"Focal Sector: Peace and stability, including alternative development:<br/>– Consolidation of peace actions, building <b>institutional capacity</b> and sustainable development in several regions of the country, (...).<br/>– Integral <b>local development</b> with a multi-dimensional approach, building institutional capacity, support for basic infrastructure, culture of legality and social and human development to encourage job creation at local level and alternative development in areas where illicit crops are cultivated.<br/>– Support for the stabilisation of the socio-economic situation of people (...)"</p> | <p>in promoting peace; and third, to foster economic and social development, including when possible, support to alternative development."</p> <p>(OUT OF CSP, THEMATIC INSTRUMENTS): NGO Co-financing: The Commission will support NGO projects in sectors consistent with actions directed to reduce/eliminate the armed conflict. To shield rural populations from the consequences of war and to prevent that the conflict will develop roots in those communities is a clear priority. In general, European NGOs should also strengthen local / municipal institutions, both public and private ones.</p> |
| <b>Type of objectives pursued by the EC support to decentralisation</b>                                                                          | Peace process, local governance and local development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b>        | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                   | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                       | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>The EC response strategy section of the CSP contain explicit evidence on the</b>                                                              | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Dimension to analyse                                                                                                  | Second period    | First period                                                                              |
|-----------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------|
| <i>alignment of the EC support to Government priorities and procedures</i>                                            |                  |                                                                                           |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                |                  |                                                                                           |
| Evidence related to the analysis of other donors support to decentralisation                                          | NO               | (No analysis. Just mentions such as "Germany (decentralisation and local government)"...) |
| Evidence related to specific coordination mechanisms with EU MS exists                                                | NO               | NO                                                                                        |
| <i>A donor matrix exists</i>                                                                                          | YES. pages 38-42 | YES. pages 56-57                                                                          |
| <i>A donor matrix explicitly mentioning decentralisation exists (yes/no)</i>                                          | NO               | NO                                                                                        |
| Evidence on coordination or consultative mechanisms                                                                   | NO               | NO                                                                                        |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                  |                                                                                           |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors                   | NO               | NO                                                                                        |
| <b>5. Other relevant information</b>                                                                                  |                  |                                                                                           |
| Other relevant information 1                                                                                          | -                |                                                                                           |
| Other relevant information 2                                                                                          | -                | -                                                                                         |
| Other relevant information 3                                                                                          | -                | -                                                                                         |



### 3.2.4 Country Congo (Democratic Republic of)

| Dimension to analyse                                                                                                                                         | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | First period                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                         |
| Evidence on the importance given by the Government to decentralisation                                                                                       | <p><i>(The Government poverty reduction strategy relies on public reforms, in particular reforms aiming at strengthening decentralisation)</i></p> <p>"Par souci de réalisme, le gouvernement a adopté une stratégie privilégiant une croissance économique forte et équitable de façon à atteindre les OMD en 2025. Selon la Vision 26/25, la réduction de la pauvreté passerait par la redistribution équitable de cette croissance, conditionnée par des réformes politiques, institutionnelles et sectorielles destinées à <b>renforcer la transparence et la décentralisation</b>, d'une part, et à améliorer l'accès aux services sociaux de base, réduire la vulnérabilité et combattre le VIH/SIDA, d'autre part."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No evidence                                                                                                                                                                                                                                                                                                                                             |
| Evidence on the progress in the national decentralisation process                                                                                            | <p><i>(Important progress in terms of decentralisation seems to have already been achieved).</i></p> <p><b>"En RDC, la décentralisation a fait l'objet d'une toute première initiative en 1982 a travers une ordonnance-loi de réforme territoriale.</b> Cependant, deux autres réformes en 1995 et 1998 sont revenues sur cet acquis en supprimant les organes délibérants des entités décentralisées. <b>La constitution de la IIIème République remet la décentralisation à l'ordre du jour dans le contexte d'un Etat fragile en situation post-conflit. "</b></p> <p><b>"La nouvelle constitution garantit les libertés fondamentales et crée un Etat décentralisé,</b> censé résoudre le problème de l'unité nationale qui se pose dans ce pays depuis l'indépendance. Composé aujourd'hui de 11 provinces, cet Etat décentralisé devrait compter, en 2010, <b>26 provinces jouissant de la libre administration et de l'autonomie de gestion, administrées par un exécutif provincial et une assemblée provinciale, financées par des ressources propres assurées par une retenue a la source de 40 % des recettes nationales.</b> Il devrait comprendre également, des l'adoption du cadre juridique, des entités territoriales décentralisées jouissant de la libre administration et de l'autonomie de gestion de leurs ressources économiques, humaines, financières et techniques."</p> | "La <b>décentralisation administrative</b> n'existe plus. Les collectivités locales sont administrées par des agents nommés par le pouvoir central duquel ils dépendent directement. Néanmoins, des élections locales vont avoir lieu dans le lot des échéances électorales en cours. La nouvelle Constitution prévoit une décentralisation de l'Etat." |
| Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.          | No evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No evidence                                                                                                                                                                                                                                                                                                                                             |
| <b><i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance</i></b> | <p>YES <i>(although it remains general)</i>.</p> <p>"Dans la phase de reconstruction politique et institutionnelle qui caractérise actuellement la RDC, <b>un des principaux défis est la gouvernance.</b> Les nouvelles institutions de la IIIe République doivent s'enraciner: les deux chambres du Parlement, les assemblées provinciales, la nouvelle commission électorale nationale indépendante, les nouvelles juridictions, la conférence des</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                         |

| Dimension to analyse                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>processes (yes/no)</b>                                                                                       | gouverneurs, <b>les entités décentralisées</b> , etc., sont autant de structures indispensables au fonctionnement de la IIIe République, qui doivent devenir rapidement efficaces afin de consolider la démocratie naissante."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b> | <p>YES.</p> <p><u>"La politique de décentralisation de la RDC comporte plusieurs problèmes :</u></p> <p>- <b>Une tension entre le centre et les provinces</b></p> <p>Tel que prévu par la constitution, les provinces constituent autant de «mini gouvernements» dotés d'organes exécutif et législatif: une assemblée provinciale a la fois élue et cooptée pour cinq ans élit le gouverneur et le vice gouverneur qui forment un gouvernement provincial d'au maximum dix ministres. Elles disposent de nombreuses compétences et notamment des compétences concurrentes avec l'Etat central. Compte tenu des forces centrifuges qui se sont déjà manifestées dans l'histoire congolaise, des tensions sont déjà perceptibles entre l'Etat central et les provinces.</p> <p>- <b>Un risque budgétaire</b></p> <p>au plan budgétaire, la décentralisation devrait amputer la moitié du budget de l'Etat: 40% des recettes nationales transférées aux provinces et 10% de ces recettes affectées à la caisse nationale de péréquation. Toute l'année 2007 a été dominée par une négociation entre l'Etat central et les provinces pour retarder la mise en œuvre de ses dispositions constitutionnelles.</p> <p>- <b>Le creusement des inégalités</b></p> <p>Les inégalités de richesse entre les provinces sont très fortes car l'essentiel de la base fiscale relève des recettes des ressources naturelles exploitées et des douanes : le Katanga (mines et douanes), le Bas-Congo (pétrole et douanes) et Kinshasa (impôt sur les sociétés ayant leur siège social à la capitale) sont les plus riches provinces. La caisse de péréquation a été prévue par la constitution pour amoindrir ces inégalités, mais rien ne garantit que les 10% qui lui seront affectés seront suffisants pour accomplir cette tâche.</p> <p>Une des principales difficultés de cette décentralisation réside dans sa dimension financière."</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>2. The EC response strategy</b>                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                        | <p><i>(L'appui à la gouvernance administrative et l'appui au renforcement des capacités techniques et institutionnelles sont des actions prévues dans le domaine de concentration Gouvernance).</i></p> <p><b>"Secteurs de concentration 1 : Reconstruction politique et appui à la gouvernance publique (approximativement 25 % de l'enveloppe financière)</b></p> <p>Le nouveau gouvernement met la gouvernance publique au centre de son programme afin de «promouvoir les conditions favorables à la création de plus de richesses et à leur répartition plus équitable». Il y définit un certain nombre de domaines prioritaires d'intervention dans l'annexe au programme intitulée «Contrat de gouvernance», repris ensuite par le PAP, en particulier: l'armée, la police, la justice (trois secteurs de la gouvernance regroupés souvent sous la dénomination «secteur de sécurité»), la transparence et gestion des finances publiques, la gestion</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><i>(No specific project aiming at supporting decentralisation is explicitly planned in this CSP. Although the main focus of the cooperation strategy is on the reconstruction of the state and the development of democratic governance – see concentration area 1 "Support to institutional development", decentralisation is not mentioned explicitly as a priority. It may be that the strengthening of the decentralisation process was left as a priority of cooperation to other donors.</i></p> <p><i>The CSP mentions the possibility to implement small projects supporting local governments and non-state actors financed by the decentralised cooperation budget line).</i></p> <p><b>"Secteur de concentration1: Appui au développement institutionnel dans le contexte</b></p> |

| Dimension to analyse                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                | <p>des ressources naturelles (forêts, mines), <b>la réforme de l'administration publique, la gouvernance locale (y compris décentralisation)</b> et le climat d'investissement et, enfin, la réforme des entreprises publiques.</p> <p>Des la reprise de sa coopération, la CE a insisté sur l'importance d'une bonne gouvernance comme facteur important pour la consolidation de l'Etat de droit, l'efficacité institutionnelle, la bonne gestion des finances publiques et l'amélioration de la participation des populations aux affaires de la nation. Ces éléments sont interdépendants et, de ce fait, la coopération RDC-CE consacrera <u>un montant significatif du 10<sup>e</sup> FED au renforcement de la bonne gouvernance publique dans ses principales dimensions incluant la <b>gouvernance administrative</b></u>:</p> <p>Fort de son expérience dans d'autres pays africains et de deux études réalisées conjointement avec la Banque mondiale sur les problèmes et défis à relever à court et moyen terme, <b>la CE soutiendra la nouvelle gouvernance locale prévue par la constitution. La décentralisation prévue par la constitution fait partie des priorités gouvernementales et attribue aux provinces qui doivent passer, à terme, de onze à vingt-six un rôle central dans la nouvelle architecture institutionnelle du pays. Cette décentralisation contribuera, par un transfert progressif de compétences, au développement de la démocratie locale.</b> "</p> | <p>de la démocratisation et de l'Etat de droit (...)</p> <p>L'objectif spécifique de la stratégie de réponse vise à renforcer effectivement les capacités des acteurs institutionnels publics et privés à jouer leur rôle dans le contexte d'une gouvernance démocratique par (1) l'appui au renforcement de l'Etat de droit et à la réhabilitation du pouvoir judiciaire, (2) l'appui au renforcement de la société civile et à la liberté de la presse et (3) la promotion et l'appui au renforcement du respect des droits de l'homme des libertés fondamentales"</p> <p><u>"Participation des acteurs non-étatiques</u></p> <p>L'Accord de Cotonou offre une possibilité unique d'ouvrir la coopération à la <b>participation des acteurs non-étatiques</b>, qui non être pleinement saisie en République du Congo pour mobiliser toutes les énergies nationales face aux défis du développement à moyen terme. C'est pourquoi il paraît opportun que les interventions communautaires fassent appel à toutes les modalités participatives de coopération, notamment les microréalisations, la <b>coopération décentralisée</b> et la mise en œuvre d'un programme d'appui aux acteurs non-étatiques"</p> <p>"Au-delà des appuis aux programmes nationaux dans les <b>secteurs sociaux-santé</b>, l'appui communautaire pourra se poursuivre par le biais de projets de coopération décentralisée (dont des microréalisations), tant en milieu urbain qu'en milieu rural, et la mise en œuvre des projets à haute intensité de main-d'œuvre générateurs de revenus pour les populations Bénéficiaires."</p> |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p> | <p><i>(Decentralisation seems to have a special role to play in the post-conflict situation. It is seen as a way to enhance governance at local and national level and rebuild a stable administrative and political system. The EC strategy seems to focus on a top-down, nation-wide, strategy).</i></p> <p>"Après un dialogue avec les autorités nationales et les acteurs non étatiques, une réponse spécifique communautaire, ciblée sur <b>trois secteurs de concentration</b>, a été retenue. Il s'agit de:</p> <ul style="list-style-type: none"> <li>- la reconstruction politique, via l'appui au développement et <b>la consolidation de la gouvernance, notamment en ce qui concerne la décentralisation</b>, les finances publiques et les réformes de la justice et de la police;</li> <li>- la reconstruction physique, via la réhabilitation des infrastructures de transport, et plus particulièrement les transports routiers et fluviaux;</li> <li>- la santé."</li> </ul> <p><i>Domaine de concentration Gouvernance:</i></p> <p>"L'<b>objectif spécifique</b> poursuivi est de contribuer à développer une gestion efficace, transparente et participative du processus de développements économique et social, fonde sur la primauté du droit, le respect des libertés fondamentales et la démocratie, en lien avec les priorités du contrat de gouvernance et du programme</p>                                                                                         | <p>X</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                                                                                         | <p>d'actions prioritaires (PAP) adopte par le gouvernement congolais et valide par les partenaires internationaux, en cohérence avec le DSCRP.</p> <p>A titre indicatif, environ 130 millions d'euros seront réservés a ce domaine.</p> <p><u>Les principales actions prévues sont :</u></p> <p>i) l'appui à la gouvernance politique, notamment dans la réforme du secteur de la sécurité et en particulier la justice et la police: 22 millions d'euros;</p> <p>ii) l'appui à la gouvernance économique, notamment en matière de gestion des finances publiques: 10 millions d'euros;</p> <p>iii) <b>l'appui à la gouvernance administrative en matière de décentralisation au niveau central/horizontal et dans environ trois provinces existantes:</b> 88 millions d'euros, dont un minimum de 73 millions d'euros seront alloués à un nombre réduit de programmes et/ou de projets a vocation provinciale cohérents avec les autres interventions envisagées dans le DSP (y compris, le cas échéant, des projets d'infrastructures d'intérêt local). Le solde indicatif sera affecte a des actions d'appui technique et au renforcement des capacités institutionnelles (y compris équipement).</p> <p>iv) <b>l'appui au renforcement des capacités techniques et institutionnelles</b>, y compris le cas échéant dans le domaine de la démocratisation ainsi qu'en ce qui concerne la gestion de programmes et de projets: 10 millions d'euros"</p>                                                                                                                                                                              |              |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p><i>(Decentralisation which was not explicitly tackled in the CSP1 has gained importance in the CSP2.)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        | <p><b><u>"Afin de permettre aux provinces d'assumer progressivement leurs nouvelles responsabilités et de redonner une effectivité a l'administration publique, la CE mettra a disposition des autorités congolaises un soutien qui combine:</u></b></p> <p>- un <b>appui au niveau central:</b> expertise pour l'élaboration du cadre Législatif et réglementaire de la nouvelle gouvernance locale et, en fonction de l'évolutions de la réforme des finances publiques, un soutien technique a la caisse nationale de péréquation prévue par la constitution, qui sera chargée de financer les projets d'investissements des provinces en vue d'un équilibrage territorial.</p> <p>- un <b>appui au niveau provincial:</b> a caractère horizontal, mais aussi financement et mise en œuvre de projets dans un nombre réduit de provinces, cibles notamment sur le développements des capacités des administrations provinciales et la gestion financière, ainsi que d'un nombre limite de projets/programmes d'appui au développement provincial ou local et de projets a fortes retombées sur la population, y compris infrastructures d'intérêt local. Des partenariats avec des administrations territoriales européennes seront encouragés tout en assurant leur cohérence avec les appuis fournis par la politique de décentralisation mise en œuvre par le gouvernement.</p> <p>Les provinces dans lesquelles la CE interviendra seront choisies en fonction de plusieurs critères, notamment: population, taux de pauvreté, complémentarité avec les projets de la CE déjà en cours et synergie complémentarité avec les</p> | <p>X</p>     |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         | interventions d'autres acteurs, contribution a la prévention des conflits. Une approche sera retenue visant a appuyer non seulement l'administration de la province, mais également les mécanismes de contrôle démocratique établis notamment par les assemblées provinciales et la société civile.                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                          | <p><i>(The EC will adopt a project approach and use both geographical and thematic budget lines.)</i></p> <p><b>"L'instrument principal de mise en œuvre sera l'aide projet.</b><br/>Les mesures principales que doit prendre le gouvernement en matière de politiques horizontales et sectorielles pour contribuer à la mise en œuvre de la stratégie de réponse dans le domaine de la gouvernance sont, pour l'essentiel, reprises dans son programme arrêté en février 2007 et précisées dans le programme d'actions prioritaires (PAP)."</p> | <p><i>From CSP2:</i><br/>"Lignes budgétaires communautaires:<br/>Les différents lignes du budget (« aide et sécurité alimentaire », « cofinancement des ONG », « initiative européenne pour la démocratie et les droits de L'Homme », « mines anti-personnelles », « coopération décentralisée », « VIH/SIDA » et « migration ») ont permis à la Commission de financer à hauteur de quelque 30 millions d'euros par an au total plusieurs actions ponctuelles (micro et macro - projets) à travers le pays et dans des secteurs aussi variés que le recyclage des déchets, le captage d'eau, la prévention des maladies, l'insertion des enfants de la rue, la gestion des ressources naturelles, les soins infirmiers, la <b>gestion de l'administration communale</b>, l'appui aux médias, l'intégration de la femme, l'éducation à la citoyenneté, l'assistance judiciaire, l'intégration du peuple pygmée, etc.<br/>Ces divers instruments présentent l'avantage de permettre à la coopération RDC - CE de travailler plus directement avec la société civile et les ONG pour des initiatives qui peuvent compléter utilement les appuis."</p> |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                                 | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                              | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                                 | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | En matière de <b>coopération décentralisée</b> , une mission organisée par les services de la Commission s'est rendue à Brazzaville en janvier-février 2001, en vue de lancer des actions selon cette approche. Un projet <b>d'appui à la société civile</b> est notamment à l'étude. Un nouvel ensemble de programmes de microréalisations est aussi en préparation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b> | NOT REALLY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | NOT REALLY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                                                     | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Dimension to analyse                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evidence related to specific coordination mechanisms with EU MS exists                                         | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| A donor matrix exists                                                                                          | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| A donor matrix explicitly mentioning decentralisation exists (yes/no)                                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Evidence on coordination or consultative mechanisms                                                            | <p><i>(A road map has been established):</i><br/> <b>"La décentralisation comporte plusieurs étapes dans sa mise en œuvre :</b><br/> - la consultation des parties prenantes de cette nouvelle politique a travers un forum national précède de forums provinciaux,<br/> - l'élaboration du cadre législatif et réglementaire (cinq lois a préparer et voter),<br/> - la mise en œuvre administrative qui s'étalera sur plusieurs années.<br/> Les deux études de la Commission et de la Banque Mondiale ont identifié les principaux problèmes et défis a relever, la législation essentielle a adopter (loi de décentralisation, loi de la caisse de péréquation, loi sur la conférence des gouverneurs, loi sur l'organisation et le fonctionnement des services publics des provinces et des entités territoriales décentralisées, loi sur la fonction publique locale et provinciale, etc.) et un cadre de mise en œuvre (une loi d'orientation de la décentralisation qui fixerait les étapes sur plusieurs années)<br/> La coordination des bailleurs est assurée par le PNUD : plusieurs programmes d'appui (PNUD et Banque Mondiale) sont déjà définis et l'intervention de la Commission sera conçue en complémentarité avec celle de ces deux principaux bailleurs."</p> | <p><i>Short description of programming process:</i><br/> "Le présent document a été élaboré en collaboration avec l'ON et les états membres ainsi qu'après consultation des principaux autres bailleurs de fonds (Nations unies, IBW, Etats Unis), de représentants des operateurs économiques et de la société civile.<br/> Le deuxième atelier a permis de travailler sur la structuration des acteurs non-étatiques en vue de la participation à la programmation du 9e FED et de la conception d'un projet transitoire dans le cadre de la ligne budgétaire « <b>coopération décentralisée</b> ». La crainte d'une politisation des ONG ou des structures relais a été soulignée à plusieurs reprises. Lors d'une réunion de l'assemblée générale des participants à l'atelier qui s'est réunie le 19 avril 2001, le comité ad hoc a présente aux membres les propositions sur la programmation du 9e FED. Les axes d'intervention prioritaires pour les acteurs non étatiques sont la réhabilitation et l'aménagement des pistes agricoles et l'appui au renforcement de la capacité fonctionnelle et opérationnelle de la société civile. Il a été décidé de mettre en place un point focal de gestion (Forum des jeunes entreprises) et un comité de concertation et de suivi composé de quinze membres. Le point focal et le comité de suivi ont la mission de rédiger un plan d'action et un programme d'appui de la société civile."</p> |
| 4. The EC response strategy in traditional sectors (health, education, natural resource management, transport) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors            | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 5. Other relevant information                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Other relevant information 1                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Other relevant information 2                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Other relevant information 3                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

### 3.2.5 Country Guatemala

| Dimension to analyse                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Evidence on the importance given by the Government to decentralisation | <p>"The Government is also building on the dynamic of <b>decentralisation</b> introduced in 2002 with a Law on Decentralisation and has decided on pilot local administration models which are intended allow an effective transfer of competencies to the municipalities concerned. (..)"</p>                                                                                                                                                                       | <p>"In fact, the official party, which has not ratified the Peace Accords, does not always feel bound by the speeches made by President Portillo and has therefore impeded the adoption of important reforms such as the tax agreement and the property registration laws, the rights of indigenous peoples, <b>decentralisation</b> and electoral reform, and the reform of the political parties, which were designed to foster the democratisation of the country."</p> <p>(..)</p> <p><i>From CSP 2:</i> "The CSP for <b>2002-2006</b> identifies three areas of cooperation: (i) consolidation and modernisation of government, democratisation, protection of human rights and strengthening of the judiciary (10% of the budget); <b>decentralisation (22%)</b>; civil society (5%); gender equality (6%); taxation policy (16%); (...)"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Evidence on the progress in the national decentralisation process      | <p>"Also to be noted is the new legal framework aimed at fostering the <b>process of decentralization</b>, local development, and the participation of citizens in political and public life, which will help to improve good governance. The slow pace of modernization of the regulatory framework and the lack of means to define and improve public policies are not conducive to the promotion and respect of human rights and other constitutional rights"</p> | <p>"Government measures are not spread evenly among the regions (...) the declared will of the present government to make administrative reform and <b>decentralisation a priority</b> has led to a Presidential appointment of someone to take charge of <b>decentralisation and modernisation of government machinery</b> and the organisation of several intersectoral consultations, including international cooperation. Furthermore, a <b>number of government departments and agencies, among them the health, education, and agriculture ministries, have put decentralisation at the top of their list</b> of concerns. "</p> <p>There are <b>signs of weakness in the implementation of this policy</b>, such as the <b>absence of an institutional and political body to coordinate the decentralisation initiatives taken at sectoral and local level</b>, and the internecine strife between different factions to take over control of the ANAM (the National Association of Mayors).</p> <p>In addition, four <b>fundamental laws to put decentralisation policies on an institutional footing are being blocked by Congress</b> (reforms of the framework law on decentralisation, of the municipal law, of the law governing the development councils and of the law on participation and political parties).</p> <p>Furthermore, the vast <b>majority of mayors are worried about initiatives undertaken to transfer power to local level without any accompanying new financial resources</b> to make them independent of pressure from central authority."</p> <p>In spite of this discouraging institutional and political situation, <b>many local authorities are taking initiatives to improve the management of local services</b> and to <b>launch participatory processes</b> aimed at making the management of municipal budgets more transparent. Moreover, a whole raft of alliances are being formed between local authorities with the aim of solving regional problems together."</p> |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p>               | <p><i>Environmental situation and natural disaster:</i><br/>           "Progress was made in 2001 with the creation of a Ministry for the Environment and Natural Resources. This Ministry still needs to adopt consistent public policies and stimulate genuine institutional co-ordination to allow the implementation of its policies in a coherent way and <b>within the framework of the decentralization process</b>. A National Coordination Office for the Reduction of Natural or Human Provoked Disasters (CONRED) is playing an increased role, though it remains constrained by limited resources and capacity."</p> | <p>"A number of government departments and agencies, among them the health, education, and agriculture ministries, have put decentralisation at the top of their list of concerns."<br/>           (..)<br/> <b>"Strengthening the process of decentralisation and local development:</b> not only as a specific objective of the Peace Accords, but also as a precondition for the fulfilment of the other commitments."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b></p> | <p>no</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>yes</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b></p>                                                          | <p>No<br/> <i>(Just one rather small aspect for the concentration area: Rural Development and economic growth:</i><br/>           Absence of effective devolution of capacity and resources to the more depressed regions through decentralization, and investment in human capital and rural infrastructure.)</p>                                                                                                                                                                                                                                                                                                               | <p>Yes,<br/> <i>cf "evidence on the progress in the nat dec progress"</i><br/>           (..)<br/>           The <b>decentralisation process</b> currently under way places emphasis on the town councils' territorial responsibilities for the <b>environment and land-use management</b>. There is an urgent need to build capacity for regional and local management in these areas<br/>           (..)<br/>           To have greater impact and to ensure that its operations are more sustainable and more in line with its objectives, the European Commission should take the following steps:</p> <ul style="list-style-type: none"> <li>• Develop a global strategy which, in addition to very limited priority objectives, sets strategic results and indicators for each objective or sector of intervention, also at local level; draw up interventions on the basis of their contribution to strategic results; view budget lines not as programmes but a source of financing to achieve certain results (..)</li> <li>• Promote projects which are more concerned with policy than with execution, leaving execution directly in the hands of national or local bodies and strengthening the planning and management capacity of local institutions and NGOs. In reality, the development of increasingly sophisticated methodologies, based on the shouldering of responsibility by local actors who might be expected to implement projects, and the supply of autonomous development processes can be considered as an important comparative advantage of the Commission.</li> <li>• Develop relations with the different stakeholders of organised civil society in Guatemala and Europe, with the government and with the Member States through the dialogue mechanism (mesodialogue) implemented by the EC and aimed at coordinating EU aid strategies in Guatemala.</li> <li>• Finally, the EC should continue to promote the overhauling of internal administrative procedures to ensure an effective response to the country's needs and to local processes.</li> </ul> |



| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2. The EC response strategy</b>                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                         | <i>(It seems that the support will aim both central and local levels. See below)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | "At <b>central level</b> , the aim is to strengthen the <b>legal and administrative framework</b> for decentralisation. At <b>local level</b> , the task will be to <b>strengthen the capacity of institutions and sectors</b> which will be responsible for implementing the decentralisation of government and national policy and to revive local development through investment in social infrastructure (in particular health, education and water management) and economic infrastructure."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Type of objectives pursued by the EC support to decentralisation</b>                                                                          | <p><i>(Decentralisation is associated to the support to rural development and is (surprisingly) tackled under the area of cooperation "Economic growth and trade").</i></p> <p>" <b>Economic growth and trade:</b><br/>Cooperation will focus on economic and trade development, the fight against poverty, malnutrition, exclusion, and gender inequality. It will support the implementation of participatory, inclusive and sustainable policies aimed at local development, <b>decentralisation</b> and market integration (national, regional and international)."<br/>(...)<br/>"The EC will support the country policies for <b>decentralisation</b>, rural development and food security and promote employment based growth as well as trade.</p> <ul style="list-style-type: none"> <li>• Support to the rural development policy (<b>fostering decentralisation</b>) and economic growth in rural areas involving sustainable land tenure and registry.</li> <li>• Strengthening the capacities of key economic actors at the local level (municipalities, private sector, cooperatives, etc.)."</li> </ul> <p><i>Long-term and inclusive rural economic growth and food security:</i><br/>"Market integration will be addressed, through the improvement of market information and the business climate, as well as the identification and development of new paradigms of competitiveness. In this framework, support will be given to <b>national and regional authorities</b> for the development of enabling policies and a facilitating institutional framework. The identification of focal regions will build upon government strategies and the critical mass deriving from past and ongoing EC programmes. Concentration on specific geographical areas will make it possible to continuously evaluate the impact of the cooperation."<br/><br/>"the CSP proposes to concentrate only on very specific areas which all contribute to improved social cohesion and human security"</p> | <p><i>Focal sector: Support for integrated and sustainable local development and Decentralisation.</i></p> <p>"In effect, the local communities have all the social, economic and political characteristics which, from a historical standpoint, favour confrontation and antagonism and prevent the genuine implementation of the Peace Accords: the objective of this cooperation initiative is to <b>bolster the current decentralisation process and to strengthen the powers of local government. (..)</b></p> <p>The approach (support to the local level) is designed to take advantage of the Community's wide experience in this area (local development, bolstering of civil participation, integrated rural development, reintegration programmes for refugees and former combatants and PRAAC) and territorial cover, thus providing an important reference framework. The new activities planned within the new strategic framework must provide for coordination and establish complementarity with such initiatives.<br/>(..)</p> <ul style="list-style-type: none"> <li>• To promote and <b>support the process of decentralisation</b> and modernisation of government.</li> <li>• <b>To strengthen local government:</b> this is essential to establish a representative democracy and local development will be promoted by ensuring the effective participation of women and indigenous peoples.</li> <li>• <b>To promote social and economic development</b> in the poorest/most isolated areas of the country by establishing and strengthening models of participation and management</li> </ul> <p>(..)<br/><i>Non focal sector:</i><br/>To support and strengthen the decentralisation of the collection and allocation of tax revenue (local government);</p> |
| <b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b> | <i>It seems that the focus on decentralisation is less important in the current CSP. Moreover, decentralisation is now tackled under the area of cooperation "Economic growth and trade".<br/>This evolution is illustrated in the table below summarizing the areas of cooperation:</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  | <p style="text-align: center;">CSP 2002-2006</p> <ul style="list-style-type: none"> <li>- Consolidation and modernisation of government, democratisation and protection of human rights</li> <li>- Support for integrated and sustainable local development and decentralisation</li> <li>- Equitable and sustainable growth of the economy and of employment</li> <li>- Non focal:               <ul style="list-style-type: none"> <li>a. Support for taxation policy</li> <li>b. Regional integration</li> </ul> </li> </ul> <p style="text-align: center;">CSP 2007-2013</p> <ul style="list-style-type: none"> <li>- Social cohesion and human security               <ul style="list-style-type: none"> <li>a. Promoting a well governed democracy respectful of the indigenous people and their rights</li> <li>b. Reducing social violence through the integration of youth into society and support to the rule of law.</li> </ul> </li> <li>- Economic growth and trade</li> <li>- Non focal:               <ul style="list-style-type: none"> <li>Regional integration</li> </ul> </li> </ul> <p><i>The evolution related to the support to decentralisation could be explained by the fact that an important programme aiming at supporting decentralisation was initiated under the previous CSP and is still ongoing during the current CSP.</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p> | <p>No precise information.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Support initiatives by the Government and/or government agencies aimed at providing opportunities and setting up permanent consultation and negotiation machinery with the different sectors and organisations of civil society;</p> <p>(..)</p> <p>Programme of support for decentralisation in 2003:</p> <ul style="list-style-type: none"> <li>• <b>national level</b> (legislative framework, planning of sectoral policies (incl. decentralisation of tax collection and revenue allocation for municipalities), land use development, health and education )</li> <li>• <b>regional and local level:</b> capacity building in institution responsible for providing public services</li> <li>• <b>local groups and institutions:</b> CP n order to influencing the formulation of public policies</li> <li>• <b>interinstitutional and/or inter-sectoral coordination initiatives</b></li> </ul> |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>            | <p>No evidence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>No evidence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b></p>                   | <p>No evidence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>No evidence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Evidence on support to decentralisation through GBS</b></p>                                                                                | <p>No evidence</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>no</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Evidence on Lessons learnt from past cooperation</b></p>                                                                                   | <p>"The participation of the EC in various coordination fora with other international donors (Consultative Group, Group of Dialogue, <b>Forum of coordination on decentralization</b>, donors' conference on trade, etc.) has been very positive allowing for complementary and coherence in the various projects financed by the international community."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"To have greater impact and to ensure that its operations are more sustainable and more in line with its objectives, the European Commission should take the following steps:</p> <ul style="list-style-type: none"> <li>• Develop a global strategy which, in addition to very limited priority objectives, sets strategic results and indicators for each objective or sector of intervention, also at local level; draw up interventions on the basis of their contribution to strategic results; view budget lines not as programmes but a source of financing to achieve certain results</li> </ul>                                                                                                                                                                                                                                                                                               |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                |                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Promote projects which are more concerned with policy than with execution, leaving execution directly in the hands of national or local bodies and strengthening the planning and management capacity of local institutions and NGOs. In reality, the development of increasingly sophisticated methodologies, based on the shouldering of responsibility by local actors who might be expected to implement projects, and the supply of autonomous development processes can be considered as an important comparative advantage of the Commission.</li> <li>Develop relations with the different stakeholders of organised civil society in Guatemala and Europe, with the government and with the Member States through the dialogue mechanism (mesodialogue) implemented by the EC and aimed at coordinating EU aid strategies in Guatemala. "</li> </ul> |
| <p><i>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</i></p> |                                                                                                                                                                                                                      | <p><i>Yes: Focus sector "local development and decentralisation of government will need to rely on the progress in decentralising and strengthening the National Development Council system</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b></p>                                                                  |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Evidence related to the analysis of other donors support to decentralisation</b></p>                                                                     | <p>"Existing coordination mechanisms with the EU Member States and the Government could be strengthened; at present they are chiefly implemented through monthly meetings of the Embassies and Representations."</p> | <p>"Analysis of Guatemala's main donors shows clearly a convergence of medium-term international cooperation objectives, especially <b>with regard to local development, the strengthening of civil society</b>, support for modernisation and consolidation of government and protection of human rights" (...)</p> <p>"From a historical point of view, this cooperation has been important as the EU Member States have supported the reconciliation efforts and peace negotiations since their inception. This political support has enhanced the institutional credibility of the EU in the country. With respect to current and future cooperation, the <b>Member States are focusing</b> mainly on: human rights and justice, modernisation of government, the strengthening of civil society, <b>decentralisation</b> and rural development."</p>                                            |
| <p><b>Evidence related to specific coordination mechanisms with EU MS exists</b></p>                                                                           | <p>-</p>                                                                                                                                                                                                             | <p>FROM CSP2 "Existing coordination mechanisms with the EU Member States and the Government could be strengthened; at present they are chiefly implemented through monthly meetings of the Embassies and Representations. These arrangements have been strengthened since 2000 through the formal and active participation of the Member States in the consultation process (referred to as mesodialogue) set in place by the EC. This discussion and coordination machinery has provided a basis for the active involvement of the Member States, civil society, NGOs (of the EU and local) and the Government in the work of programming and identifying Community cooperation operations under the Memorandum of Understanding for 2000-2006."</p>                                                                                                                                                |
| <p><b>A donor matrix exists</b></p>                                                                                                                            | <p>yes</p>                                                                                                                                                                                                           | <p>No</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                          | Not directly, Spain, France, Canada and multilateral donor support the sector "Fortalecimiento de la Administración pública"                                                                                                                                                                                                                             | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence on coordination or consultative mechanisms</b>                                                            | One donor-government forum is the " <b>Forum for the Coordination of Decentralization</b> ".<br>An ad hoc consultative forum has also in the past served as a forum for dialogue between the EU (Commission and Member States) and Guatemala (Government and non civil society) on EC cooperation ( <i>mesodiálogo</i> " ceased its activities in 2005.) | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | <i>Decentralisation is tackled in the EC support to rural development (see above)</i>                                                                                                                                                                                                                                                                    | <p><i>Priority 2: Programme of support for local development (scheduled for 2004)</i></p> <ul style="list-style-type: none"> <li>To study and finance at local level investment programmes for social infrastructure (in particular health, education and water management) and economic infrastructure (local economic development and job creation).</li> </ul> <p>Other activities relating to this sector can be implemented by other additional available funds, for example under the budget lines for decentralised cooperation or humanitarian aid. Given the nature of this sector, direct cooperation may be envisaged with other ministries and sectoral agencies (for example in the field of health, education, the environment and the economy) and with other stakeholders of civil society (the private sector and NGOs), not only during the planning phase but also during the execution of the EC's cooperation actions. <b>The development and investment plans drawn up at local level must be coherent with the provisions and with the coordination of the sectoral policies defined at central government level</b>, especially in the field of sustainable development, good environmental management and the fight against vulnerability to natural disasters.</p> |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Other relevant information 1</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Other relevant information 2</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Other relevant information 3</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## 3.2.6 Country Honduras

| Dimension to analyse                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Evidence on the importance given by the Government to decentralisation | <p>"After decades of centralised military rule the current <b>momentum towards decentralisation</b> could <b>instil a new democratic culture</b> and usher in a new political class.</p> <p>At <b>local level, the partnership between the civil society and the authorities</b> should help the country bridge <b>the traditional fault-line between the populace and those in power</b>. Besides its primary purpose – which is development - the PRSP can also play a <i>political</i> role, as a powerful catalyst for consensus and confidence-building."</p> | <p>The master Plan of National Reconstruction and Transformation (MPNRT) the is the medium term instrument of the Honduran government. One of the thematic areas of action are (of 4 on total):</p> <ul style="list-style-type: none"> <li>improvement of the democratic political system, the strengthening of the judiciary, the <b>decentralisation of the executive</b>, the support to organised civil society and its incorporation in the consultation process in particular through representatives of women and ethnic groups. (..)</li> </ul> <p>The aim of the Poverty Reduction Strategy is; (among 5):</p> <ul style="list-style-type: none"> <li>to strengthen civil society participation and decentralisation (..)</li> </ul> <p>And 6 areas of intervention:</p> <p>To guarantee the sustainability of the strategy through actions to strengthen the good governance, accountability, transparency and the decrease in the ecological vulnerability through an <b>increasingly active participation of local government and civil society</b>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Evidence on the progress in the national decentralisation process      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>The process of <b>decentralisation</b> has acquired new impetus. The traditional existence of an over-sized State, with low efficiency and effectiveness and limited citizen participation in decision-making has long been regarded as an important obstacle to modernisation. The municipalities as well as different actors in society have become aware of the important role of <b>decentralisation</b> in the development of the country. The law of municipalities approved in 1990 foresees greater participation of the local government. Despite of this, delays in budgetary transfers to the regions combined with weak technical and <b>administrative capacity of the local authorities</b> have created a vicious circle that continues to slow down the decentralisation process. According to a recent study commissioned by the World Bank, only a rough 10% of Honduras' municipalities are in a position to assume more responsibilities as opposed to the 50% of them being totally unable to take over new competences in the framework of devolution of power from central government</p> <p>(..)</p> <p>The democratic transition therefore has been relatively smooth in the 80's and definitely in the early 90's with an urgent call for deepening democracy in the late 90's. Progress in most socio-economic indicators has been steady but slow. Hurricane Mitch has temporarily suspended this process and created new foundations and methods for development. The mobilisation of the international community and the unprecedented cooperation between state structures and the civil society has brought forward new methods of consultation on the future national development policies. A new "deal" seems to be in its birth as regards the future priorities of the country. These can be summarised in three blocks:</p> <ul style="list-style-type: none"> <li>good governance and state of law</li> <li>poverty reduction</li> </ul> |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>- reduction of the vulnerability to natural disaster</li> </ul> <p>As regards the first area of <i>good governance</i>, the challenges comprise: (..)</p> <ul style="list-style-type: none"> <li>- the deepening of the <b>process of decentralisation and devolution of power to local and regional authorities with an increase in their funding;</b></li> <li>- (..)</li> </ul> <p>As far the <i>reduction of the vulnerability to natural disaster</i>, the challenges are:</p> <ul style="list-style-type: none"> <li>- to <b>involve local authorities and communities in the environmental protection;</b></li> </ul>                                                                                                                                                            |
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p>               | <p>"After decades of centralised military rule the current <b>momentum towards decentralisation</b> could <b>instil a new democratic culture</b> and usher in a new political class.<br/>At <b>local level, the partnership between the civil society and the authorities</b> should help the country bridge <b>the traditional fault-line between the populace and those in power</b>. Besides its primary purpose – which is development - the PRSP can also play a <i>political</i> role, as a powerful catalyst for consensus and confidence-building."</p>                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"The municipalities as well as different actors in society have become aware of the important role of <b>decentralisation</b> in the development of the country. The law of municipalities approved in 1990 foresees greater participation of the local government. Despite of this, delays in budgetary transfers to the regions combined with weak technical and administrative capacity of the local authorities have created a vicious circle that continues to slow down the decentralisation process. According to a recent study commissioned by the World Bank, only a rough 10% of Honduras' municipalities are in a position to assume more responsibilities as opposed to the 50% of them being totally unable to take over new competences in the framework of devolution of power from central government"</p> |
| <p><b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b></p>                                                          | <p>"The main governance problems are primarily related to ingrained deficiencies in public sector management and law enforcement within the civil service and the judiciary. Despite recent reforms in public procurement, the perception of corruption remains high. The Honduran civil service remains highly politicised and exhibits serious staff imbalances across sectors. The long-overdue overhaul of the civil service continues to suffer from political procrastination and prevarication, at a time when the challenges linked to sector-wide approaches and decentralised management make civil service reform more urgent than ever."</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>2. The EC response strategy</b>                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"by strengthening the management capacity of the local government, it is believed that a further delegation of competences from central authorities will follow, while a substantial contribution to the improvement of living conditions of local population and an efficient and sustainable management of natural resources will be achieved"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                                                                                                  | <p>The EC does not support any longer decentralisation as such.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><i>From the CSP2:</i> "After initially focussing on the democratic transition process and the promotion of human rights, the emphasis of current EC bilateral cooperation has gradually been extended towards reducing poverty. The sustainable management of natural resources, education, and decentralisation were the three focal areas of the</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Dimension to analyse | Second period | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |               | <p>2002-2006 country strategy"<br/>           (..)<br/>           For the period 2002 – 2006, the Commission's cooperation programmes with Honduras will focus primarily on the three priorities of<br/>           (a) support to <b>local development and decentralisation</b>;<br/>           (b) support to education,<br/>           (c) sustainable management of natural resources.<br/>           (..)</p> <p><i>Support to local development and decentralisation (26%)</i><br/>           "Under this heading funds will be earmarked for actions at local level to strengthen the capacity of municipal authorities in the provision and improvement of municipal/communal services. Where deemed necessary and at limited extent, actions will also be carried out at central level to enhance the objectives pursued at local level. Activities will include exchange of experience among municipalities and support to partnerships with local operators and NGOs in increasing the quality and efficiency of services. The aim of this programme is to contribute in a concrete way to the smooth process of decentralisation by supporting successful examples of devolution of competences, by accompanying this process and by disseminating the results. Furthermore by strengthening the management capacity of the local government, it is believed that a further delegation of competences from central authorities will follow, while a substantial contribution to the improvement of living conditions of local population and an efficient and sustainable management of natural resources will be achieved."<br/>           (..)</p> <p><i>From the NIP:</i><br/>           "The overall objective is to support the process of decentralisation and transfer of competences to local government. This will be achieved namely by:</p> <ul style="list-style-type: none"> <li>- Supporting the elaboration of the institutional legislative framework allowing the <b>devolution of powers to the municipalities</b> and accompanying the implementation process by troubleshooting any possible practical obstacles;</li> <li>- Supporting the modernisation of public administration <b>by streamlining administrative procedures and routines between central and local government</b>;</li> <li>- Supporting the <b>institutional capacity of municipalities</b> in ensuring quality municipal services and in particular water and waste management, public transport; health and protection of marginal groups with the possibility of cofinancing pilot actions at municipal level;</li> <li>- Encouraging the <b>participation of municipalities in the decision making process of the central government</b> in issues of concern to local communities;</li> <li>- Facilitating <b>exchange of experience and the creation of information networks between the municipalities</b></li> </ul> |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | - Support to <b>decentralised management of urban services</b> with an indicative budget of 34 Million €."                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b> | <i>Decentralisation was a major focus of the EC cooperation strategy and has become a rather small element mainstreamed of the EC cooperation areas (such as natural resource management).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Yes, cf- matrix with the EU response strategy p. 25:<br><i>Decentralisation is listed as a challenge for the 2002-2006 period. The past EC support has mainly concentrated on public administration reform project and NGO support, the new focal areas of EC Strategy 2002-2006 will support local development AND decentralisation with horizontal projects for HR, democracy, support to NGO etc)</i>                                                                                                                                                       |
| <b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b>        | <i>Focal area "Natural Resource Management: A multi-stakeholder approach will be sought, addressing the interests of all groups involved in forestry development: authorities (State authorities in charge with forestry development and local authorities in forest regions); civil society (organisations active in environment protection, indigenous populations, local rural communities, women's associations); private sector (small and medium-sized law-abiding economic operators)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | "Under this heading funds will be earmarked for actions at local level to strengthen the capacity of <b>municipal authorities</b> in the provision and improvement of <b>municipal/communal services</b> . Where deemed necessary and at limited extent, actions will also be carried out at <b>central level</b> to enhance the objectives pursued at local level. Activities will include exchange of experience among municipalities and support to partnerships with <b>local operators and NGOs</b> in increasing the quality and efficiency of services" |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                   | <i>In relation to the Focal area "Natural Resource Management": "Other implementation aspects: Whatever the method of aid delivery, a <b>decentralised approach, relying as much as possible on local authorities and communities</b>, will be one of the key objectives. While not focussing on Forestry as such, EC assistance has traditionally been significant and manifold in Rural development and protection of Natural resources. When formulating the <b>budget support programme to the Forestry sector</b>, appropriate efforts should be made to ensure consistency with a number of related EC policies or programmes."</i><br><br><i>" For efficiency reasons, the EC has been narrowing down its portfolio of projects, while increasing their average amount and impact. This streamlining process is set to continue, with increased emphasis being put on sector-wide approaches and large-scale budget support operations. Following the consolidation of democratic institutions and the improvement of human rights, EC assistance has been more and more directed to the public sector and geared to poverty reduction."</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                       | Not explicit. For GBS aspect, See focal area 1: Social cohesion (Global Budget Support to the PRSP).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and</b>     | <i>No precise mention.</i><br><i>" EU assistance is in line with the country's poverty reduction strategy and closely coordinated with the other donors, with the Commission participating in the main coordination bodies."</i><br><i>" In selecting the recommended focal areas, the principle of concentrating aid in</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | "The goals of this programme can only be achieved if the Honduran government pursues a <b>policy of decentralisation</b> on the basis of current legislation, notably the Law on Municipalities. This means improving coordination between central and regional/municipal level, strengthening the institutions responsible for decentralisation and supporting devolution to municipal level. On the other hand, municipalities will                                                                                                                          |



| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>procedures</b>                                                                                                     | sectors where the EC offers an added-value and a series of considerations pertaining to the EU Development Policy, the EU priorities in the region, donor harmonisation and alignment with the domestic agenda have prevailed. "                                                                                                                                                                                                                                                            | also need to show commitment in assuming responsibilities for the provision of quality municipal services and to this goal work with local representatives of civil society and private operators.<br>Relevant indicators allowing a monitoring of the achievements in the sector include the part of budget expenditure transferred to local government, the number of municipalities able to manage duties devolved by the State"                                                                                                                                                                                                                                                                       |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                   | <i>Donor cooperation:</i> "No single PRSP sector has been left uncovered by international assistance, and absorption levels per sector are roughly comparable. At sub-sector level, however, some financing gaps do appear, for instance in secondary/technical Education or Forestry. The bulk (84.5%) of foreign aid to the public sector (2 800 million USD) is now geared to PRSP-related programmes, providing a total amount of 2 350 million USD (40% of which is nonreimbursable)." |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <i>Not directly linked to decentralisation:</i><br>"Apart from the coordination taking place in the framework of the G-15 group, there are at least monthly meetings of the EU MS Ambassadors and the Head of the EC delegation for Central America under the initiative of the EU MS assuming the rotating presidency. These meetings allow an exchange of views on the country's economic and social situation as well as priorities in cooperation including in the G-15 framework. In parallel and in order to facilitate the exchange of information and experiences, the EC Delegation calls ad hoc meetings (at the most appropriate level) every time officials from Brussels visit the country." |
| <b>A donor matrix exists</b>                                                                                          | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                          | Yes: 3,5% funds (82,21 Mio EUR) of the donor community have been allocated to decentralisation (sources 2005). All of these funds were non reimbursable                                                                                                                                                                                                                                                                                                                                     | Yes: Germany (1999-2004), he Netherlands(between 1994-2002), widen (1999-2002), US (1998-2004) give support specifically to decentralisation from                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on coordination or consultative mechanisms</b>                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | (..)<br><b>Management of natural resources (esp. forestry) (CSP focal area)</b><br>"Mustering the wealth of experience garnered through its many small-scale projects in forestry, the programme should address three areas: governance, sustainable management and economic development:<br><i>Governance:</i> supporting the reform of the legal framework, considering forests within a broader pattern of land-use and restoring a sound equilibrium between                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Dimension to analyse                 | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                      | <p>farming and forestry activities, addressing governance and administrative capacity issues, ensuring participation of all stakeholders and empowering local communities, supporting the land registration and titling process to improve land tenure security and encouraging implementation of international commitments (notably Climate change)"</p> <p>(...)</p> <p>"The general <b>climate of violence</b> has taken a heavy toll on the young generation of Hondurans, resulting in almost 3 000 violent deaths over the last 6 years. President Zelaya's administration initiated in 2006 a long-term strategy to address socio-economic causes of crime, beef up police forces and improve their coordination with the military while <b>developing a decentralized and grass-root approach to insecurity</b>. Though commendable, these efforts have yet to materialize in lower crime rates and will require both domestic political stewardship and strong external support." (..) "<b>Prevention</b> objective: Extending the coverage of decentralised and community-oriented policing and prevention programmes (like the "mesas ciudadanas de seguridad"); promoting inter-institutional cooperation between police, justice and community leaders at local level;"</p> |              |
| <b>5. Other relevant information</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |
| <b>Other relevant information 1</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |
| <b>Other relevant information 2</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |
| <b>Other relevant information 3</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |

## 3.2.7 Country Jordan

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | First period                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Context analysis</b>                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                        |
| <b>Evidence on the importance given by the Government to decentralisation</b>                                                                                            | <b>"Decentralisation is another government priority.</b> A royal committee for the definition of regions has been set-up and the authorities are preparing the creation of a new administrative division at regional level and have drafted a municipal elections law, to allow for the direct election of mayors (currently appointed by the King). (The last multi-party parliamentary elections were held in June 2003 and municipal elections the following month)"                                                                                                                                                         | No decentralisation process is mentioned                                                                                                                                                                                                               |
| <b>Evidence on the progress in the national decentralisation process</b>                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | No decentralisation process is mentioned                                                                                                                                                                                                               |
| <b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b>               | <i>Jordan has adopted in 2005 a strategy of modernisation ("National Agenda"). It includes in priority a "government policies and reforms" dimension. Nevertheless, the decentralised level is not mentioned explicitly in the text. A Public Sector Reform Strategy has been adopted in 2004 aiming at improving public-service delivery and assessing public sector performance</i>                                                                                                                                                                                                                                           | No decentralisation process is mentioned                                                                                                                                                                                                               |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | No                                                                                                                                                                                                                                                     |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | n/a                                                                                                                                                                                                                                                    |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                        |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | No explicit support.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Decentralisation is not mentioned                                                                                                                                                                                                                      |
| <b>Type of objectives pursued by the EC support to decentralisation</b>                                                                                                  | "The EU will try to focus on a limited number of priorities, selected on the basis of the following principles:<br>– EU strategic interest and consistency with other EU policies<br>– Consistency with the National Agenda, Kulluna al Urdun and national goals<br>– Linkages with the conclusions of the sub-committees regarding the implementation of the Action Plan<br>– Strategic approach to donors' coordination, harmonisation and alignment, favouring a limited number of key areas where the EU has a comparative advantage and identifying possible areas of complementary or joint support with other donors, in | <i>Decentralisation or local governance/administration is not mentioned in this CSP. The only funds directed to local level are related to the strengthening of NGOs (related mainly to poverty reduction and strengthening of the social sector).</i> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | First period |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                                                                                         | <p>particular the EU Member States and the European Investment Bank.</p> <p>In this context, the main objectives of the EC strategy for Jordan for 2007-2013 are:</p> <ol style="list-style-type: none"> <li>1. Supporting Jordan's political and security reform in the areas of democracy, human rights, good governance, justice and the fight against extremism</li> <li>2. Developing further trade and investment relations: exploiting the full potential of the free movement of goods and services; preparing Jordan's participation in the internal market; improving trade logistics and transport</li> <li>3. Ensuring the sustainability of the development process, with better management of human and natural resources</li> <li>4. Further building the capacity of Jordanian institutions, by investing in strengthening public administration, ensuring financial stability and supporting regulatory approximation with EU legislation." <p><i>(It seems that the decentralisation process in Jordan is still at the very beginning and not the first priority of cooperation. The public sector reform (with an emphasis on PFM) and political reform (with an emphasis on democracy, HR, good governance, justice and fight against extremism seems an important issue at stake, which might also touch upon local governance aspects).</i></p> </li></ol> |              |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>Decentralisation was not mentioned</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |              |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>                   | <p>"An evaluation of EU assistance to Jordan in the field of governance (2005) concluded that budget support could do more in the area of public-finance management and public accountability, which are of high importance for the success of Jordan's public-sector reform programme. Budget support has also been provided for the social sector, with a sectoral programme for poverty alleviation through local development (2004), in line with the methodology of Sector-Wide Approach programmes (or SWAPs). (..)</p> <p>"To address this issue, different capacity-building operations have been provided through the <b>SAAP (the Programme to Support the Implementation of the Association Agreement), a flexible and demand-driven programme</b>. In this context, a number of twinning arrangements between Jordanian and EU institutions have been concluded in the fields of: standards and certification, veterinary and phytosanitary inspection services, customs, trade-policy capacity building, etc. The flexibility of such programmes and the relevance of twinning operations are generally appreciated by the Jordanian authorities. This kind of operation could be now</p>                                                                                                                                                                           |              |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                | extended to all the different priorities of the Action Plan. <b>The experience so far with the SAAP demonstrated the relevance of a field-based mechanism, notably to ensure ownership, which could call for more decentralisation.</b> "                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                          |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                                        | "The programme will continue support for developing the dialogue between public authorities and non-state actors. This support would help non-state actors strengthen their structure by setting up platforms, networks or umbrella organisations and expanding their capacity to interact with (a) the government and parliamentary representatives and (b) small organisations. Action to facilitate dialogue between civil society and lower levels of government (municipal councils) will be also considered. These activities could be preceded by a 'mapping' exercise to assist Jordan in determining the relevant organisations to engage on a given issue, project or strategy." |                                                                                                          |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                                     | No, but SBS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                          |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                          |
| <b><i>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</i></b> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                                                                                                        |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                          |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                                                            | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No decentralisation process is mentioned                                                                 |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                                                                                  | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                          |
| <b><i>A donor matrix exists</i></b>                                                                                                                            | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | yes                                                                                                      |
| <b><i>A donor matrix explicitly mentioning decentralisation exists (yes/no)</i></b>                                                                            | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | No. Only Italy financed a project entitled "Rural Development and gender extension in Kerak Governorate. |
| <b>Evidence on coordination or consultative mechanisms</b>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                          |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                          |

| Dimension to analyse                                                                                | Second period | First period |
|-----------------------------------------------------------------------------------------------------|---------------|--------------|
| management, transport)                                                                              |               |              |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors |               |              |
| 5. Other relevant information                                                                       |               |              |
| Other relevant information 1                                                                        |               |              |
| Other relevant information 2                                                                        |               |              |
| Other relevant information 3                                                                        |               |              |

### 3.2.8 Country Kenya

| Dimension to analyse                                                                                                                                              | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Evidence on the importance given by the Government to decentralisation</b></p>                                                                              | <p>"Kenya's development strategy is articulated in the IP-ERS, a multi-faceted medium-term development framework that aims to support economic growth, equity, poverty reduction and good governance.<br/>(...) Improve governance: Good governance is a pillar for sustainable development. Governance efforts are targeting (...) <b>enhanced local governance</b> by devolution and sweeping public-sector reform."</p> <p><b>"Governance: medium-term policy objectives</b></p> <ol style="list-style-type: none"> <li>1. Political governance and accountability reforms;</li> <li>2. Human rights reforms: empowering the poor, marginalised and vulnerable, by means of rights-based approaches;</li> <li>3. Justice reforms: equal access to justice for all, including commercial law reforms;</li> <li>4. Law and order reforms: focus on crime prevention and broader police and penal reforms;</li> <li>5. Reform-oriented capacity-building: emphasising sector-wide attitude and culture change;</li> <li>6. Civil service reform: to enable the civil service to play its part in Kenya's socio-economic development and enhance coordination;</li> <li>7. <b>Decentralisation and local government reform</b>: devolution of expenditure to improve social services delivery, governance and citizens' participation. "</li> </ol> | <p>"The Government recognizes that the agriculture sector is the engine of growth and will concentrate its efforts on investing in public goods and in creating an enabling policy environment for private sector operations. Priority actions will cover two broad areas (i) creating opportunities for rural communities and the private sector to operate and (ii) <b>accelerating policy and institutional reforms, including decentralisation to local government</b>, local authorities and stakeholder/farming institutions."</p> <p>"The KRDS (Kenyan Rural Development Strategy) places particular emphasis on the empowerment of rural communities and the need to <b>strengthen the capacity of local authorities</b> in the delivery of rural services and infrastructures."</p> <p>"The Government will (...) encourage the participation of the private sector, civil society, and local communities in road construction, maintenance and management"</p> |
| <p><b>Evidence on the progress in the national decentralisation process</b></p>                                                                                   | <p>"The <b>slow pace of decentralisation</b> constrains the responsiveness and accountability of social service delivery at local level."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>"The major accompanying policy measures, which will be taken by the Government, are as follows:<br/>(i) Further elaboration of the Kenya Rural Development Strategy and provision of a coherent framework for rural investments, including infrastructure, through the MTEF process,<br/>(ii) take measures to give effect to the announced policy of <b>increasing the functional responsibilities of Local Authorities</b> in service delivery and the <b>decentralisation of decision making</b> to local communities"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p> | <p>"Support for <b>decentralised systems</b> and <b>strong community involvement</b> are considered key elements of successful delivery of services to rural communities. Increased capacity on the part of <b>local authorities</b>, direct financial support for community initiatives and gender parity along with <b>decentralised policies</b> are essential for implementing the SRA (Strategy for Revitalising Agriculture) and accelerating meaningful rural development."</p> <p>"Kenya's <b>decentralisation path is diverse</b>, combining deconcentration, devolution and delegation to the district governments, provinces, constituencies and para-statal institutions. More <b>accountable service delivery</b> at local level would enhance trust on use of public resources and contribute to a stable political environment."</p> <p>"The main sectoral policy measures to be taken by the government as a contribution</p>                                                                                                                                                                                                                                                                                                                                                                                                      | <p>"The SPIPS (Strategy for Performance Improvement in the Public Service) also highlights the need to build on recent reforms under the <b>Local Government Reform Programme</b> which has introduced the Local Authority Transfer Fund (LATF) and the associated Local Authority Service Delivery Action Plan (LASDAP). The LATF transfers 5% of total income tax revenues as grants to local authorities for development purposes. As a condition of LATF payment, local authorities are required to elaborate their LASDAP in close consultation with their local communities. This process provides opportunities for promoting greater community involvement in the local planning process and is the cornerstone of the Government's evolving policy on decentralisation."</p> <p>"The final draft of the Kenya Rural Development Strategy (KRDS) recently developed by the rural sector ministries further elaborates on the PRSP and proposes the</p>           |

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                          | to implementation of the response strategy form part of the policy for revitalising agriculture, in particular continued pro-poor budgeting reflecting the importance of the sector in the medium-term expenditure framework, enhancing coordination in the sector and the <b>decentralisation</b> policy framework.”                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | following broad categories of policy actions and interventions (see Annex 5 for more details):<br>- Empowerment of rural communities;<br>- Undertake further policy and institutional reforms and promote stakeholder participation in the identification, planning, implementation and maintenance of development initiatives;<br>- Further <b>decentralisation</b> of rural service delivery with the emphasis on an enhanced role for <b>Local Authorities</b> in rural development planning;<br>- Enhanced public security and an effective response to droughts.”<br>“The National Policy on Water Resources Management and Development was passed by Parliament on 29th April 1999. It recognises the need for active participation of private sector in water supply development and management. It encourages the <b>local communities</b> to play a more active role in managing rural water resources and supplies. The policy also encourages <b>local authorities</b> to prepare to take over urban water supplies under their jurisdiction.” |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | Not really                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | Not really                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | YES “The PRSP (Poverty Reduction Strategy Paper) consultation process also revealed that communities are insufficiently involved in the local development planning and coordination process. Moreover, the consultations attributed this to the effective ' <b>dis-empowerment</b> ' of <b>local government</b> by central government. Against this background, the PRSP resolves to strengthen t the community participation in local development planning and implementation.”                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | <p><i>(Non-focal area of cooperation):</i><br/> <b>“Good governance and support for non-State actors</b>, with an indicative allocation of €9.2m (including a minimum of €4.6m for support for NSAs). The support will cover the following sectors: (i) democratic governance (including (a) anti-corruption measures, (b) access to justice (especially for the poor, marginalised and vulnerable), (c) strengthening the electoral process and civic education, (d) <b>local governance</b> (for both state – in coordination with rural development programmes - and non-State actors), in particular related to <b>decentralised funds</b> (...)”</p> <p>NSAs: “Cross-cutting governance issues are addressed by support for demand-driven community-based projects and also by increasing the responsiveness and accountability of service delivery at local level. This includes support for the <b>decentralisation</b> framework.”</p> <p><i>Moreover, potential support through GBS (see results indicators mentioned in GBS</i></p> | <p><i>The support to decentralisation strategy consists mainly in building enhanced delivery capacity at local level.</i></p> <p>FROM CSP2:<br/>         “In collaboration with the Kenyan government, the EC is supporting the Rural Poverty Reduction and <b>Local Government Support</b> Programme, signed in September 2004.<br/>         The programme is designed to cover 175 <b>local authorities</b> and aims to support <b>decentralisation</b> strategy by building enhanced delivery capacity.”</p> <p>FROM CSP 1 MICRO-PROJECTS: “One particularly successful programme is the Community Development Programme (27 M€). This supports small self-help programmes throughout Kenya. It has shown the value of decentralised management structures and the potential of working directly with civil society through community based self-help programmes in alleviating poverty in both rural and urban</p>                                                                                                                                    |



| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         | <p><i>section below):</i></p> <p>"The two focal sectors will be complemented by macro-economic support and other activities that will have two thematic dimensions: (i) <b>capacity building for public policy institutions, governance and strengthening of NSA</b> and (ii) creating a favourable climate supportive to private sector development and export-led growth through support to trade, private sector development and implementation of an EPA."</p> <p><i>And provision made in SBS:</i></p> <p>"Support will be provided to the emerging SWAP, preferably by sector budget support. (...) Release of funds will be subject to preparation, by the line Ministries and the SRA Secretariat, of Development/ Investment Plans which are compatible with and complement the SRA (Strategy for Revitalising Agriculture) principles and to adoption of these plans by the Agricultural Sector Coordination Unit (ASCU) which is responsible for leading the reform process and coordinating activities across sub-sectors. Provision will be made for capacity-building at district level in support of a <b>decentralised system.</b>"</p> <p><i>Finally, mention of EC support to local capacities in the road sector (focal sector 1 of the CSP):</i></p> <p>"With regard to transport infrastructure, the response strategy is founded on a number of interrelated actions aiming at:</p> <ul style="list-style-type: none"> <li>- consolidating the positive results of earlier support to policy and institutional reforms;</li> <li>- ...</li> <li>- support to the Road 2000 strategy on rural access roads with particular emphasis on <b>local capacity building</b> and participatory planning approaches." </li></ul> | <p>areas."</p> <p>"EC involvement in the Community Development Trust Fund has given it a close insight into the priority needs of local communities throughout Kenya. The ongoing rural roads programme is being reoriented to involve local communities in the selection and implementation of road rehabilitation, to ensure a participatory approach and local ownership."</p>                                                                                                  |
| <p><b>Evidence on the objectives pursued by the EC support to decentralisation</b></p>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Rural poverty reduction, enhance local delivery of basic services.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p><i>No clear evidence (although it seems that the support to decentralisation is made more explicit in the second CSP and is more often related to good governance and not only to rural poverty reduction any longer).</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        | <p><i>Apparently a variety of actors at the local level are targeted but no precise information is provided on this point.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>NSA: "One particularly successful programme is the Community Development Programme (27 M€). This supports small self-help programmes throughout Kenya. It has shown the value of decentralised management structures and the potential of working directly with civil society through community based self-help programmes in alleviating poverty in both rural and urban areas."</p> <p>NSA: "it is intended to build on the success of these community driven development</p> |

| Dimension to analyse                                                                                                                                | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>approaches in order to further support government's efforts in local government reform and rural service delivery."</p> <p>NSA: "At the same time, EC involvement in the Community Development Trust Fund has given it a close insight into the priority needs of local communities throughout Kenya. The ongoing rural roads programme is being reoriented to involve local communities in the selection and implementation of road rehabilitation, to ensure a participatory approach and local ownership."</p> |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>               | <p>PROJECT: "Ongoing activities funded from the 8th and 9th EDF and STABEX are providing support for (...) decentralisation of health (...)."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>PROJECT: "At the same time, EC involvement in the Community Development Trust Fund has given it a close insight into the priority needs of local communities throughout Kenya. The ongoing rural roads programme is being reoriented to involve local communities in the selection and implementation of road rehabilitation, to ensure a participatory approach and local ownership."</p>                                                                                                                        |
| <p><b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b></p>                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Co-financed by EC. DANIDA, SIDA: "Experience with the "Roads 2000" programme, which focuses on maintenance and improvement of rural roads, shows the need to <b>decentralise</b> planning and management to district levels, with the involvement of local communities." BUT WAS DECENTRALISATION A CLEAR OBJECTIVE?</p>                                                                                                                                                                                          |
| <p><b>Evidence on support to decentralisation through GBS</b></p>                                                                                   | <p><i>(Decentralisation may be tackled through GBS as the CSP mentions)</i></p> <p>"The two focal sectors will be complemented by macro-economic support and other activities that will have two thematic dimensions: (i) <b>capacity building for public policy institutions, governance and strengthening of NSA</b> and (ii) creating a favourable climate supportive to private sector development and export-led growth through support to trade, private sector development and implementation of an EPA."</p> <p><i>(And in the annex 9 on the government's commitments on governance for release of the incentive tranche, it is mentioned:)</i></p> <p>"Challenge 4 - Government effectiveness : Institutional capacity:</p> <ul style="list-style-type: none"> <li>- Absence of clear policy framework to guide the operationalisation of Local Authorities</li> <li>- Limited capacities in LAs (...)"</li> </ul> <p>And the result indicators/ critical milestones associated are:</p> <ul style="list-style-type: none"> <li>" - Develop Policy Framework (Local Authority Act Amendments enacted)</li> <li>- Include in the Local Authorities Budgets provisions for recruitment of technical Staff, including Auditors where they do not exist"</li> </ul> | <p>No.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Evidence on Lessons learnt from past cooperation</b></p>                                                                                      | <p>-</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>"It is intended to build on the success of these community driven development approaches in order to further support government's efforts in <b>local government reform</b> and rural service delivery."</p>                                                                                                                                                                                                                                                                                                      |
| <p><b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and</b></p> | <p>-</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>-</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>procedures</i>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Evidence related to the analysis of other donors support to decentralisation                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Evidence related to specific coordination mechanisms with EU MS exists                                                | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <i>A donor matrix exists</i>                                                                                          | Pages 65-70<br>Pages 94<br>Pages 135-141                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Page 67-68                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <i>A donor matrix explicitly mentioning decentralisation exists (yes/no)</i>                                          | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Evidence on coordination or consultative mechanisms                                                                   | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors                   | HEALTH: "Ongoing activities funded from the 8th and 9th EDF and STABEX are providing support for (...) <b>decentralisation of health</b> (...)."<br>AGRICULTURE: "Release of funds will be subject to preparation, by the line Ministries and the SRA Secretariat, of Development/Investment Plans which are compatible with and complement the SRA (Strategy for Revitalising Agriculture) principles and to adoption of these plans by the Agricultural Sector Coordination Unit (ASCU) which is responsible for leading the reform process and coordinating activities across sub-sectors. Provision will be made for capacity-building at district level in support of a <b>decentralised system</b> ." | TRANSPORT: "Experience with the "Roads 2000" programme, which focuses on maintenance and improvement of rural roads, shows the need to <b>decentralise</b> planning and management to district levels, with the involvement of local communities." BUT WAS DECENTRALISATION A CLEAR OBJECTIVE?<br>TRANSPORT: "At the same time, EC involvement in the Community Development Trust Fund has given it a close insight into the priority needs of local communities throughout Kenya. The ongoing rural roads programme is being reoriented to <b>involve local communities</b> in the selection and implementation of road rehabilitation, to ensure a participatory approach and local ownership." |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Other relevant information 1                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Other relevant information 2                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Other relevant information 3                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## 3.2.9 Country Lebanon

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| <b>1. Context analysis</b>                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                              |
| <b>Evidence on the importance given by the Government to decentralisation</b>                                                                                            | "The undertaking of political reform in Lebanon is not only essential for the development of the domestic process of democratization, but is also likely to have a significant positive effect on the region at large, more specifically on the peace process and the position of refugees in the region. The <b>democracy gap</b> in the Arab region is bigger than in other geographical areas, as shown by the Arab Human Development Reports. It is becoming imperative to increasingly involve a larger share of population in this <b>process of political reform</b> , including by <b>continuing to decentralize power to the local level.</b> "                                                                                                                                                                                                                                                                   | -                                            |
| <b>Evidence on the progress in the national decentralisation process</b>                                                                                                 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                                            |
| <b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b>               | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                                            |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | no                                           |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | No.<br><i>Not specifically related to decentralisation</i><br>"Lebanon is facing political, economic, financial and social challenges. The country is working on a complex reform and reconstruction plan. Progress in implementing reforms is very dependent on the existence of a national dialogue and on the degree of consensus on the reforms. Strong divergences between different actors in the confessional political system may slow down or even have a detrimental effect on the scope and pace of the reforms."<br>"Socio-economic studies and needs assessments show that the main challenge for the current government will be to build a strong administrative capacity to deal with the crisis and rebuild the country in all the areas destroyed by the conflict. The Lebanese government is finalising a comprehensive document with the analysis of the current situation and of the reforms needed. " | no                                           |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                              |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | Support to local development.<br>"The Commission has developed successful experience of addressing municipalities (support for <b>participative planning of local development and financing</b> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <i>No clear mention to decentralisation.</i> |

| Dimension to analyse                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                | <p>infrastructure projects), many of which are located in areas affected by the conflict. Cooperation between municipalities has shown that their elected representatives and their communities can work together even beyond political and confessional boundaries. Continued EC <b>support to local communities in the field of participatory planning methodology</b> has the potential to lay the basis for a more balanced regional development and possibly, in the medium term, provide the Government with a further incentive towards enhanced <b>decentralisation</b>. In the short term, it will enable the local communities to finance infrastructure reconstruction and municipal regeneration projects. The EC has identified geographic and thematic areas of interest where EC assistance can generate the greatest value added for the reconstruction of the country."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p> | <p><i>(The support to decentralisation seems related to the reconstruction of the country after the war and is mainly associated to local development).</i></p> <p><i>The main objectives of the EC cooperation strategy are detailed below:</i></p> <p>"The European Union-Lebanon Action Plan identifies a number of reforms in the political, social and economic areas aimed at modifying the regulatory, legislative and administrative frameworks. The EC has adequate instruments to co-operate on institutional capacity building, legislative approximation and convergence towards EU norms and standards.</p> <p>In this context, the main objectives of the EC strategy with Lebanon for 2007-2013 are:</p> <ul style="list-style-type: none"> <li>- Support for political reform : supporting Lebanon's political reform in the areas of democracy, human rights, good governance, security and justice;</li> <li>- Support for social and economic reform: supporting the implementation of the Action Plan, inter alia reform of the energy, improving social safety nets, improving conditions of Palestinian refugees, trade facilitation and customs reforms, environment protection, fiscal management and public finance reform.</li> <li>- Support for reconstruction and recovery: supporting economic and social recovery and reconstruction, local development as well as demining and clearing unexploded ordnance."</li> </ul> <p><i>As detailed in the NIP, the third component "Support for reconstruction and recovery" includes a sub-component related to local development:</i></p> <p>" sub-priority 1 – Support to Local development:</p> <p><u>Justification:</u> Action in this field will be consistent with the priorities defined within the ENP AP regarding local governance, and relevant to « social development, employment and poverty reduction and regional development » in the context of the Priority Economic and Social Reforms and Sustainable Development. Actions in these areas have the potential not only to rebuild the assets lost during the conflict, but also to formulate long-term development strategies that might attract investors in the future.</p> <p><u>Programme description</u></p> <ul style="list-style-type: none"> <li>- Support local public infrastructure projects in areas affected by the military conflict,</li> <li>- Support local development,</li> </ul> | <p><u>Social and rural integrated development programme :</u></p> <p>"To improve income levels in disadvantaged areas through a network of regional agricultural support centres, managed by the Ministry of Agriculture, in collaboration with NGOs, to deliver technical know-how on relevant agricultural and agro-industrial techniques so that appropriate fruit, cereals and vegetables are grown and marketed for export. This will include practical training for small agro-businesses and for farmers. Emphasis to be given where appropriate to income-generating initiatives of women head of households, as well as unemployed and under-educated youth.</p> <p>The project will be <b>managed by the Ministry of Agriculture</b>, and will be <b>decentralised to the regional centres</b>, in <b>association with suitable NGOs</b>, where technical assistance, trainers, and some equipment will be provided. The regional centres will serve rural farmers, with emphasis on disadvantaged communities to provide practical training and guidance in business plans and practice, in technical aspects of farming and production, processed food, crop handling, storage and marketing, including small and medium scale agro-industry."</p> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First period |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                                                                                         | <ul style="list-style-type: none"> <li>- Support the creation and development of municipality clusters and the coordination of development strategies at regional level.</li> </ul> <p><u>Expected results:</u></p> <ul style="list-style-type: none"> <li>- Reconstruction of public local infrastructure,</li> <li>- More development projects implemented outside the Greater Beirut area</li> <li>- Enhanced citizens' confidence and dialogue, and increased number of municipalities taking part in EC- funded programmes;</li> <li>- Increased awareness by the Lebanese government of the need to consider <b>decentralisation issues</b>"</li> </ul>                                                                                        |              |
| <p><i>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</i></p> | No precise information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | no           |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        | Interventions related to decentralisation are mainly aimed at local governments and local communities (esp. in affected areas).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>                   | No evidence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | no           |
| <p><b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b></p>                          | No precise information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | no           |
| <p><b>Evidence on support to decentralisation through GBS</b></p>                                                                                       | No evidence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | no           |
| <p><b>Evidence on Lessons learnt from past cooperation</b></p>                                                                                          | <p>"The Commission has developed successful experience of addressing municipalities (support for <b>participative planning of local development and financing infrastructure</b> projects), many of which are located in areas affected by the conflict. Cooperation between municipalities has shown that their elected representatives and their communities can work together even beyond political and confessional boundaries. Continued EC <b>support to local communities in the field of participatory planning methodology</b> has the potential to lay the basis for a more balanced regional development and possibly, in the medium term, provide the Government with a further incentive towards enhanced <b>decentralisation.</b>"</p> | no           |
| <p><i>The EC response strategy section of the CSP contain</i></p>                                                                                       | <p><i>No, very general.</i><br/>         "The EU will seek to adapt its strategy to the needs presented by the government</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | no           |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                           |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <i>explicit evidence on the alignment of the EC support to Government priorities and procedures</i>                   | during the International Conference (scheduled for the second half of January 2007). Close cooperation between the Lebanese government and all donors will be needed to establish an effective structure of coordination and to prioritise the needs of the country."                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                        |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |
| Evidence related to the analysis of other donors support to decentralisation                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Partially: France supports the local government reform |
| Evidence related to specific coordination mechanisms with EU MS exists                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | no                                                     |
| A donor matrix exists                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | yes                                                    |
| A donor matrix explicitly mentioning decentralisation exists (yes/no)                                                 | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | no                                                     |
| Evidence on coordination or consultative mechanisms                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors                   | "Lebanon has drawn up an overall <b>environment strategy</b> at the ministerial level. This strategy is included in the introduction to the law 690/2005 voted by the Parliament in August 2005 defining the structure of the Ministry of Environment and its tasks. It is based on the principles of balanced regional development, prevention of pollution, polluter pays and integration of environment considerations into other sectors. It aims at drawing up environment legislation as well as plans and programmes, strengthening and <b>decentralising administrative capacities</b> , establishing of partnerships, providing information as well as public awareness-raising." |                                                        |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |
| Other relevant information 1                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |
| Other relevant information 2                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |
| Other relevant information 3                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                        |

### 3.2.10 Country Madagascar

| Dimension to analyse                                                                                                                                | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Evidence on the importance given by the Government to decentralisation                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>"Les dispositions constitutionnelles instaurant les provinces autonomes visent à rapprocher davantage l'administration de la population et à améliorer son efficacité. Le Gouvernement s'attache à réaliser, de façon progressive et d'une manière appropriée, une <b>décentralisation et une déconcentration du pouvoir en faveur de l'administration locale</b>. Les spécificités régionales en matière de pauvreté, mais aussi de potentialités, seront mieux appréhendées par ce processus de <b>décentralisation et de responsabilisation des collectivités locales</b>."</p>                                                                                                                         |
| Evidence on the progress in the national decentralisation process                                                                                   | <p>"La première Présidence de Marc Ravalomanana a été marquée par la volonté de promouvoir l'Etat de droit et la bonne gouvernance et de rompre avec certaines pratiques du passé. A cet égard, un des grands chantiers ouverts par le Président a été la relance du <b>processus de décentralisation</b>, qui n'est pas encore achevé mais qui, déjà, a permis de renforcer le pouvoir des communes et des régions. "</p> <p>"Sur le plan politique et de la bonne gouvernance, Madagascar, s'est inscrit depuis 2002 dans une approche réformatrice, qui a déjà montré des résultats encourageants. Le gouvernement concentre actuellement ses efforts sur la réforme des finances publiques, la lutte contre la corruption, la participation effective de la population à la vie citoyenne et la <b>consolidation du processus de décentralisation</b>."</p> <p>"Après les événements de 2002, Madagascar a manifesté une forte volonté de développer les investissements en monde rural et a relancé le processus de <b>décentralisation et déconcentration</b>. La création des 22 régions, en septembre 2004, a été un tournant dans le processus de développement local avec la <b>redéfinition des pouvoirs et responsabilités des communes</b>, en tant que collectivités territoriales décentralisées. En outre, l'autonomisation des communes a mis en évidence l'urgente nécessité d'un renforcement de leurs capacités dans le domaine de la gouvernance : relations avec les administrés, planification et gestion communales, maîtrise d'ouvrage, fiscalité, foncier et état civil."</p> | <p>"La Troisième République se met en place dans la durée depuis 1992. Parlementaire à l'origine, elle a évolué vers un régime semi-présidentiel suite à deux referenda constitutionnels en 1995 et en 1998, le dernier portant également sur le renforcement de la <b>politique de décentralisation</b> par la création de six provinces autonomes. Depuis 1996, des choix politiques clairs permettent d'assurer, progressivement, la stabilité politique par l'application de modes de scrutin appropriés, de rapprocher le pouvoir de décision des citoyens grâce à la politique de décentralisation au niveau des communes et des provinces et de mener à bien la consolidation de l'Etat de droit."</p> |
| Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>"L'obligation de rendre compte constitue un élément essentiel du contrat social liant les gouvernants et la population. Les efforts menés dans ce sens seront poursuivis et approfondis et les <b>capacités renforcées, notamment au niveau de l'Inspection Générale de l'Etat, de la Chambre des Comptes, de la Commission Centrale des Marchés et des services douaniers et fiscaux</b>. Les <b>réformes de la fonction publique</b> seront conduites à leur terme et les progrès enregistrés au niveau de la justice et de la sécurité publique seront consolidés et étendus."</p>                                                                                                                      |
| <i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in</i>                               | Yes (although quite light analysis)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | No (although some elements are considered)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



| Dimension to analyse                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>decentralisation and governance processes (yes/no)</b>                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>2. The EC response strategy</b>                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                 | <p><i>(The support to decentralisation is mainly related to the sector of cooperation "rural development". But it is also related to the action in the field of good governance.)</i></p> <p><b>"Secteur de concentration 2 : Développement rural et Sécurité alimentaire, incluant la Décentralisation et la gouvernance locale</b></p> <p>Le deuxième secteur de concentration sera le développement rural, essentiellement dans ses composantes agricoles et de sécurité alimentaire conformément à l'engagement 4 du MAP, auquel est associé en raison de l'importance et du niveau de pauvreté de la population rurale de Madagascar, l'aménagement du territoire. La programmation du 10ème FED devra tenir compte du fait que la moitié environ des fonds engagés dans ce secteur proviennent d'instruments amenés à disparaître à partir de 2008.</p> <p><b>S'inscrivant dans la logique du Défi 6 'décentraliser l'administration publique' de l'engagement 1 du MAP (Gouvernance responsable), l'appui à l'aménagement du territoire soutiendra le processus de décentralisation et la mise en œuvre du Plan National de Décentralisation et de Déconcentration (PN2D), complémentaire à terme du Schéma National d'Aménagement du Territoire.</b> Un soutien est envisagé à la mise en place du Fonds pour le Développement Local (FDL), qui représente l'innovation principale de la mise en œuvre du PN2D, et au <b>renforcement des capacités</b>. Le <b>programme ACORDS</b> (9ème FED) qui a apporté un soutien exemplaire au processus de décentralisation pourrait constituer un modèle.</p> <p><b>L'amélioration de la fiscalité locale mérite aussi d'être soutenue par le renforcement de la gouvernance financière au niveau des collectivités territoriales décentralisées.</b> L'instrument principal envisagé pour le 10è FED est un programme d'appui à une politique sectorielle, pouvant inclure une composante d'appui budgétaire sectoriel. Les investissements financés en milieu rural sur les facilités Eau, Energie, etc. compléteront à cet appui."</p> <p>"La <u>bonne gouvernance</u> prendra une place de premier plan dans le 10ème FED. Elle représente d'ailleurs le premier des 8 engagements du MAP (« gouvernance responsable ») et trois des six réformes immédiates du MAP (initiatives de réforme transformationnelle) : Réforme des finances publiques (Réforme 1), Transformer la sécurité publique (Réforme 4) et Transformer le système judiciaire (Réforme 6). En cela, le MAP s'inscrit bien dans le cadre de la dernière communication de la CE « la gouvernance dans le consensus européen pour le développement » (août 2006), qui rappelle qu' « atteindre les OMD requiert la délivrance adéquate de services publics</p> | <p><i>(The support to decentralisation is mainly related to the sector of cooperation "rural development and food security". Decentralisation is also mentioned in other sectors of cooperation but with a much more limited emphasis).</i></p> <p>"Dans le <u>secteur développement rural et sécurité alimentaire</u>, l'une des activités principales prévues est :</p> <p><b>La mise en œuvre effective de la décentralisation et de la déconcentration au profit des provinces autonomes (compétences et ressources humaines et financières)."</b></p> <p><u>"Programme environnemental phase 2 (1997-2002)</u></p> <p>Dans la deuxième phase d'exécution du PNAE (1997-2002), aux objectifs du PE1 s'ajoute l'objectif de créer toutes les conditions pour que les considérations environnementales fassent partie, intégrante de la gestion macro-économique et sectorielle du pays. La deuxième phase du PNAE se caractérise ainsi par une <b>approche « programme » davantage décentralisée</b>, mettant l'accent sur la synergie entre les activités du PE 2 avec les divers autres programmes de développement rural des zones ou régions où la pression de la population est la plus forte. Sur le terrain, le programme lui-même fera largement appel à la <b>participation et à la responsabilisation des acteurs locaux</b> dans la gestion de l'environnement et des ressources naturelles. Enfin, la conservation et la gestion durable des ressources de la biodiversité ne sont plus considérées comme une composante en elle-même car elle doit être intégrée dans toutes les composantes du PE2, lequel comporte aussi une nouvelle composante environnement marin et côtier."</p> <p>"Au niveau communautaire, il n'a pas été jugé utile de prévoir de nouveaux investissements dans le <u>secteur de la santé</u> étant donnés les appuis en cours et ceux prévus sur le 9ème FED à travers l'appui macro-économique. Ce dernier appui (+/- 60 M€, bien que non ciblé), devrait permettre de contribuer à l'effort consenti dans les secteurs sociaux, d'une part, grâce à des conditionnalités de déboursements qui y seront liés, d'autre part grâce à l'appui institutionnel inclus, <b>qui permettra de créer des conditions favorables à la mise en œuvre des réformes, y compris la décentralisation</b>, aux différents niveaux d'application."</p> <p>COMES FROM CSP 2 : "Les programmes financés sur le 9ème FED ont concentré leurs interventions sur les deux provinces les plus pauvres de Madagascar (Tuléar et</p> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         | <p>ainsi qu'un processus soutenu de croissance économique basé sur le développement du secteur privé qui ne peut avoir lieu que dans des conditions de bonne gouvernance ». L'action de la CE dans ce domaine s'appuiera ainsi sur le MAP et sur les engagements spécifiques de Madagascar, contractés au cours du processus de programmation 10<sup>e</sup> FED (voir annexe 8).</p> <p>Dans ce contexte, l'appui de la CE visera à renforcer les processus de réforme institutionnelle à l'œuvre dans les deux secteurs de concentration et l'appui budgétaire (transparence du financement de l'entretien routier, <b>appui à la décentralisation</b> et à l'exploitation rationnelle des ressources naturelles, renforcement des finances publiques et de la gouvernance sociale), à travers les enveloppes réservées à ces secteurs ou au titre d'actions hors concentration. "</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Fianarantsoa). En revanche, la concentration géographique a affecté dans une moindre mesure les programmes financés sur STABEX et sur Lignes Budgétaires. Les interventions dans ce domaine combinent <b>une approche projet et/ou subvention à des Ministères, à des collectivités territoriales décentralisées</b> et à des Acteurs Non Etatiques, <b>avec un Appui budgétaire sectoriel au MAEP.</b>"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                                                                          | <p><i>(The support to decentralisation is mainly related to the sector of cooperation "rural development")</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p><i>(The support to decentralisation is mainly related to the sector of cooperation "rural development and food security")</i></p> <p>"9<sup>ème</sup> FED enveloppe A (267 M€) : cette enveloppe servira à couvrir les opérations de développement à long terme dans le cadre de la stratégie. A titre indicatif, la répartition de cette enveloppe pour les différentes composantes de la stratégie est proposée comme suit :</p> <ul style="list-style-type: none"> <li>- Transport : €135 millions ;</li> <li>- Développement rural et sécurité alimentaire : €60 millions ;</li> <li>- Appui macro-économique : €60 millions;</li> <li>- Hors concentration : bonne gouvernance, etc. : €12 millions "</li> </ul> <p>(...)</p> <p>Dans le <u>secteur développement rural et sécurité alimentaire</u>, l'une des activités principales prévues est :</p> <p><b>La mise en œuvre effective de la décentralisation et de la déconcentration au profit des provinces autonomes (compétences et ressources humaines et financières).</b>"</p> |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>"Entre 2003 et 2006, près de 140 M€ ont été mobilisés, au titre des PIN, des lignes budgétaires sécurité alimentaire, bananes, forêts tropicales (50 M€) et du Stabex (19 M€) en vue de: l'amélioration des cultures de rente et des filières d'exportation (18 M€) ; la structuration du monde rural (36 M€) ; le <b>développement local</b> (69 M€) et les réformes sectorielles (13 M€).</p> <p>Les programmes de développement local ont reflété, quant à eux, une évolution importante de notre coopération, des microréalisations vers le financement direct de l'aménagement du territoire local. Ces programmes ont ainsi été conçus pour faciliter l'apprentissage de la planification et de la maîtrise d'ouvrage locale, et permettre de <b>consolider le processus de décentralisation</b>, d'aménagement du territoire et de bonne gouvernance, en <b>collaboration avec les acteurs non étatiques</b>. Les acquis sont actuellement capitalisés dans le cadre de la mise en place du Fonds de Développement Local (FDL) et des Fonds d'Investissement régionaux. L'appui lié aux réformes sectorielles s'est exercé surtout au niveau du Ministère de l'Agriculture par la mise en place progressive des activités relatives à la redéfinition des fonctions pérennes de l'Etat dans des domaines pilote (foncier, services vétérinaires, gestion</p> | <p>NO</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p> | <p>des périmètres irrigués, lute antiacridienne, conseil agricole)."</p> <p><i>Mainly focusing on the strengthening of local authorities.</i></p> <p><i>Several interventions are also dealing with NSA.</i></p> <p>Collaboration with NSA (annex 6):</p> <p>"Le processus de consultation des ANE- Acteurs Non Etatiques, OSC- Organisations de la Société Civile et des CL- Collectivités Locales à Madagascar, s'est considérablement renforcé depuis bientôt 24 mois. Progressivement, les ANE et OSC deviennent des partenaires dans la politique de développement de la Commission Européenne. La Délégation, en collaboration avec les services de l'ON (Ordonnateur National), a commencé à faciliter un dialogue avec ces acteurs lors de la revue à mi-parcours en 2004 et de la revue annuelle de 2005."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>"Sur le terrain, le programme lui-même fera largement appel à la <b>participation et à la responsabilisation des acteurs locaux</b> dans la gestion de l'environnement et des ressources naturelles."</p> |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>            | <p>"L'appui de la Commission aux politiques et stratégies de développement rural de l'Etat malgache (Madagascar naturellement, MAP, PNDR) combinera <b>plusieurs instruments financiers</b>. Le PIN 10è FED appuiera essentiellement le Programme National de Développement Rural et pourra inclure <b>une composante d'appui budgétaire sectoriel</b> aux compétences du Ministère de l'Agriculture de l'Elevage et de la Pêche (MAEP). "</p> <p><u>"Domaine : Développement Rural et Aménagement du territoire, Agriculture et Sécurité Alimentaire dans la perspective de l'intégration régionale.</u></p> <p>L'objectif spécifique suivant sera poursuivi :</p> <p>Croissance économique équitable basée sur le développement du monde rural et la <b>responsabilisation des collectivités locales</b>, en particulier dans les régions cibles. A titre indicatif, environ 20% de l'enveloppe A sera réservé à ce secteur. La tranche incitative permettrait de financer des actions additionnelles de gouvernance économique dans le domaine de la gestion des ressources naturelles, en particulier dans des sous secteurs comme la pêche, la forêt, les mines etc.</p> <p>Les principales actions prévues dans les régions ciblées visent à appuyer deux Programmes sectoriels de mise en œuvre du Madagascar Action Plan :</p> <ul style="list-style-type: none"> <li>- <i>Le Programme National pour le Développement Rural (PNDR). Un accent sera mis sur l'efficacité du cadre institutionnel, l'amélioration de la sécurité alimentaire et le développement des marchés lié à l'organisation des filières qui représentent trois des 5 orientations du PNDR.</i></li> <li>- <b>Le Programme National de Décentralisation et de Déconcentration (PN2D) en liaison avec le Schéma National d'Aménagement du Territoire. Cet appui sera focalisé sur la gouvernance locale des investissements publics au niveau des Collectivités territoriales décentralisées et des secteurs déconcentrés.</b></li> </ul> <p>L'instrument principal de mise en œuvre sera le <b>programme d'appui à la politique sectorielle, préférablement par des appuis budgétaires sectoriels si les conditions d'éligibilité le permettent</b>. Une définition claire des choix du Gouvernement en matière de décentralisation (et notamment de ses choix en matière de <b>transfert des compétences et partant des ressources financières</b>)</p> | <p>Approche programme, appui macro-économique</p>                                                                                                                                                            |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | First period                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                | <p>sera nécessaire avant d'envisager de recourir à un appui budgétaire sectoriel dans le domaine de la décentralisation."</p> <p>"10% de l'enveloppe A sera réservé aux actions suivantes :</p> <ul style="list-style-type: none"> <li>• <b>Appui à la bonne gouvernance</b>. L'objectif spécifique suivant sera poursuivi : promouvoir la bonne gouvernance politique, économique et sociale en complément des interventions déjà prévues dans les secteurs de concentration et l'appui budgétaire général.</li> </ul> <p>Les interventions majeures viseront à:</p> <ul style="list-style-type: none"> <li>- renforcer les processus de réforme institutionnelle sous forme d'appuis complémentaires (<b>appui à la décentralisation et à l'exploitation rationnelle des ressources naturelles</b>, renforcement des finances publiques et de la gouvernance sociale). Une attention particulière sera accordée à la promotion de la bonne gouvernance dans l'exploitation des ressources minières, forestières et marines. L'expérience acquise à travers le Centre de Surveillance des Pêches pourra être généralisée à d'autres secteurs. "</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b></p>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Evidence on support to decentralisation through GBS</b></p>                                                                                              | <p>"L'appui budgétaire sous le 10ème FED accordera une attention accrue à la réduction de la pauvreté, notamment en renforçant l'appui aux services sociaux de base, qui jouent un rôle central dans la poursuite des Objectifs du Millénaire. A cette fin, il est envisagé d'améliorer la pertinence des indicateurs de performance et leur ciblage sur la pauvreté et les questions d'équité en portant une attention particulière aux groupes vulnérables (en particulier les femmes, les enfants et les personnes âgées). Les indicateurs seront désagrégés (par genre, groupe d'âge, région etc.) selon les nécessités. <b>D'autres questions horizontales (telles que la décentralisation et l'environnement) seront aussi prises en compte.</b>"</p>                                                                                                                                                                                                                                                                                                                                                                                                 | <p>"L'appui macro-économique devrait permettre de contribuer à l'effort consenti dans les secteurs sociaux, d'une part, grâce à des conditionnalités de déboursements qui y seront liés, d'autre part grâce à l'appui institutionnel inclus, <b>qui permettra de créer des conditions favorables à la mise en œuvre des réformes, y compris la décentralisation</b>, aux différents niveaux d'application."</p> |
| <p><b>Evidence on Lessons learnt from past cooperation</b></p>                                                                                                 | <p>"Le <b>programme ACORDS</b> (9ème FED) qui a apporté un soutien exemplaire au processus de décentralisation pourrait constituer un modèle."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b></p> | <p>YES</p> <p>Sept réunions du dialogue politique se sont tenues jusqu'à présent sur des thèmes tels que la <b>décentralisation</b>, les élections, la lutte anti-corruption, la réforme judiciaire, l'intégration régionale etc.</p> <p>"S'inscrivant dans la logique du Défi 6 'décentraliser l'administration publique' de l'engagement 1 du MAP (Gouvernance responsable), l'appui à l'aménagement du territoire soutiendra le processus de décentralisation et la mise en œuvre du Plan National de Décentralisation et de Déconcentration (PN2D), complémentaire à terme du Schéma National d'Aménagement du Territoire"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>NO</p>                                                                                                                                                                                                                                                                                                                                                                                                       |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                   | <p>"La coopération entre Madagascar et l'Allemagne, dont les dernières consultations intergouvernementales ont eu lieu à Antananarivo en septembre 2006, se concentre sur un domaine d'intervention prioritaire : la politique environnementale, la protection et la gestion durable des ressources naturelles (où les interventions s'inscrivent dans le Plan Environnemental 3). Toutefois, certains appuis concernent des thèmes transversaux, comme la bonne gouvernance (finances publiques, <b>décentralisation fiscale</b>, anti-corruption) et la lutte contre le VIH/Sida. Des projets dans le domaine de la santé et de l'assainissement se trouvent dans leur dernière phase d'exécution et ne seront pas renouvelés. Enfin, l'Ambassade d'Allemagne appuie tous les ans des Micro Projets orientés vers la réduction de la pauvreté, surtout dans les domaines de l'éducation, de la sécurité alimentaire et de l'artisanat."</p> <p>"Banque Mondiale<br/>Deux autres projets sont en préparation dans le domaine de l'irrigation et la gestion de l'eau et le développement local."</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                                         | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><i>Not really specific to the support to decentralisation:</i></p> <p>"Dans le domaine du développement rural, la réalisation du PADR se fera dans l'optique d'utiliser de façon coordonnée et optimale les aides fournies par les bailleurs de fonds. C'est ainsi que des critères d'éligibilité pour assurer la viabilité des périmètres irrigués seront retenus par le Gouvernement et appliqués par les partenaires. Au niveau des structures décentralisées du PADR et de la réhabilitation des périmètres irrigués, une répartition, et aussi une synergie des appuis, sera mise au point entre la France, la Banque Mondiale et la Commission européenne. De même, la sécurité alimentaire fera l'objet d'interventions complémentaires entre la France et la Commission européenne. Quant au financement du monde rural, la France sera en première ligne ainsi que la Banque Mondiale."</p> |
| <b>A donor matrix exists</b>                                                                                          | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Evidence on coordination or consultative mechanisms</b>                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on mentions to decentralisation in the EC</b>                                                             | <u>"Décentralisation et gouvernance locale des ressources naturelles: la décentralisation a progressé à deux niveaux.</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <u>Programme environnemental phase 2 (1997-2002)</u><br>"Dans la deuxième phase d'exécution du PNAE (1997-2002), aux objectifs du PE1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Dimension to analyse                                                | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>response strategy related to traditional sectors</b>             | <p>La mise en place des Régions, et la concrétisation de l'engagement du Gouvernement à octroyer de plus en plus de responsabilités aux collectivités territoriales décentralisées (Régions et Communes) dans le développement local. Ces responsabilités se manifestent entre autres dans le domaine de la gouvernance et de la fiscalité forestière locale, qui constituent des enjeux majeurs de la gouvernance des ressources naturelles.</p> <p>Le transfert de gestion de forêts ou autres ressources, tels que les lacs, est une modalité de gestion décentralisée des ressources naturelles qui s'est développée depuis quelques années à Madagascar. Il a connu des réussites dans plusieurs zones, mais sa mise en oeuvre devrait encore être améliorée et capitalisée et, sans doute, mieux articulée avec les autres prérogatives des communes."</p> | <p>s'ajoute l'objectif de créer toutes les conditions pour que les considérations environnementales fassent partie, intégrante de la gestion macro-économique et sectorielle du pays. La deuxième phase du PNAE se caractérise ainsi par une <b>approche « programme » davantage décentralisée</b>, mettant l'accent sur la synergie entre les activités du PE 2 avec les divers autres programmes de développement rural des zones ou régions où la pression de la population est la plus forte. Sur le terrain, le programme lui-même fera largement appel à la <b>participation et à la responsabilisation des acteurs locaux</b> dans la gestion de l'environnement et des ressources naturelles. Enfin, la conservation et la gestion durable des ressources de la biodiversité ne sont plus considérées comme une composante en elle-même car elle doit être intégrée dans toutes les composantes du PE2, lequel comporte aussi une nouvelle composante environnement marin et côtier."</p> <p>"Au niveau communautaire, il n'a pas été jugé utile de prévoir de nouveaux investissements dans le <u>secteur de la santé</u> étant donnés les appuis en cours et ceux prévus sur le 9ème FED à travers l'appui macro-économique. Ce dernier appui (+/- 60 M€, bien que non ciblé), devrait permettre de contribuer à l'effort consenti dans les secteurs sociaux, d'une part, grâce à des conditionnalités de déboursements qui y seront liés, d'autre part grâce à l'appui institutionnel inclus, <b>qui permettra de créer des conditions favorables à la mise en œuvre des réformes, y compris la décentralisation</b>, aux différents niveaux d'application."</p> |
| <b>5. Other relevant information</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other relevant information 1 ("GENDER AND DECENTRALISATION")</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><u>Perspectives 9ème FED</u></p> <p>Le prochain partenariat entre l'Union Européenne et Madagascar devrait fournir un cadre favorable à l'intégration des questions de genre dans les actions de développement. En effet, les orientations du nouvel accord de Cotonou et le processus d'élaboration des DSP sont sensibles aux questions de genre, tant dans l'approche participative préconisée (élargissement et consultation des acteurs), que dans la <b>décentralisation des pouvoirs de décision</b>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Other relevant information 2</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other relevant information 3</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## 3.2.11 Country Mali

| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Context analysis</b></p> <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p>"Le Gouvernement du Mali fonde sa stratégie de développement sur la lutte contre la pauvreté. Ce premier CSLP est décliné selon trois axes stratégiques,</p> <ul style="list-style-type: none"> <li>(i) <b>développement institutionnel, gouvernance et participation,</b></li> <li>(ii) développement humain durable et accès aux services de base et</li> <li>(iii) développement des infrastructures de base et des secteurs productifs.</li> </ul> <p>Le CSCRP réaffirme également la volonté nationale de poursuivre et de renforcer la décentralisation reconnue comme élément principal de l'amélioration des performances du service public. Le renforcement de la déconcentration de l'action publique est identifié comme une condition forte de succès de cet axe et est inscrit comme tel dans le plan de modernisation et de gestion des finances publiques."</p> | <p>"La description de l'agenda politique du pays est basée essentiellement sur celle du CSLP. Ce document part du constat de l'importance de la pauvreté au Mali: 63,8% de la population vit dans la pauvreté et 21% se trouve dans une situation d'extrême pauvreté<sup>3</sup>. Les principaux thèmes de la stratégie sont ;</p> <ul style="list-style-type: none"> <li>• le développement institutionnel et l'amélioration de la gouvernance et de la participation avec comme <b>point de départ la décentralisation</b> qui doit <b>être suivie de réformes a différents niveaux;</b></li> <li>• le développement humain et l'accès aux services sociaux de base;</li> <li>• le développement des infrastructures et les appuis aux secteurs productifs avec en premier lieu l'accent mis sur un schéma d'aménagement du territoire équilibre et une politique d'infrastructures adaptées." <p>(..)</p> <p><b>Développement institutionnel, amélioration de la gouvernance et de la participation</b></p> <p>Gouvernance: Les objectifs institutionnels a réaliser sont l'amélioration des performances des secteurs et services publics (plan de réforme de la fonction publique) et de la justice, et la lutte contre la corruption, la consolidation des processus de démocratisation et <b>de décentralisation</b> en cours, le renforcement des capacités de la société civile et la garantie d'une plus grande participation des femmes dans la conduite des politiques.</p> <p>(..)</p> <p>Toutes les politiques envisagées s'inscriront dans le contexte de la <b>mise en œuvre effective de la décentralisation</b> qui organise le partage des compétences entre l'Etat et les collectivités. Le programme de développement institutionnel offrira également le cadre pour <b>renforcer la deconcentration administrative</b> en liaison avec le processus de décentralisation. Les réformes envisagées dans le domaine du contrôle de la gestion des ressources publiques pour instaurer une bonne gouvernance viendront consolider les actions actuellement engagées dans la lutte contre la corruption</p> <p>(..)</p> <p>Le Mali a fait du <b>processus de décentralisation le moteur de la transformation de l'Etat</b> et sa <b>réponse pour L'amélioration de la fourniture des services sociaux</b> et <b>l'ancrage des régions du Nord</b> (Décentralisation complétée par la mise en place d'un cadre institutionnel de développement spécifique aux zones Nord : Autorité pour le développement intégré du Nord, ADIN). Le processus de décentralisation qui a démarré en 1992 a deux objectifs principaux :</p> <ul style="list-style-type: none"> <li>• permettre une <b>participation politique à la base</b></li> <li>• permettre la <b>fourniture de services sociaux</b> de base dans un pays dote d'un territoire immense et d'une faible densité de population.</li> </ul> <p>Afin de fournir des services de proximité qui correspondent mieux aux besoins des populations locales, les communes disposent de très larges compétences (1<sup>er</sup> cycle</p> </li></ul> |

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | de L'éducation, sante communautaire, hydraulique ... ). <b>Appuyer le budget d'investissement des communes</b> , permet d'intervenir a la base dans les secteurs sociaux juges prioritaires dans la lutte contre la pauvreté. De plus, les modes de décisions associant plus étroitement les populations permettent également de renforcer la démocratie et la participation de la société civile."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Evidence on the progress in the national decentralisation process</b>                                                                                                 | "Afin d'améliorer l'efficacité de l'action gouvernementale, le gouvernement a lancé une vaste réforme des institutions de l'État à travers le «programme de développement institutionnel » appuyé par les partenaires techniques et financiers. Ce programme vise à recentrer le rôle de l'État autour de ses fonctions essentielles et à le doter d'outils de gestion permettant d'optimiser les ressources limitées. <b>La réforme essentielle touche à la décentralisation</b> , engagée depuis près de quinze ans. Elle s'est traduite par la création de 703 communes, 49 cercles et 8 régions, la tenue de deux élections communales (2000 et 2004) et par conséquent, l'émergence de nouveaux acteurs politiques plus proches des électeurs. D'importantes <b>compétences en matière d'éducation, de santé et de gestion de l'eau ont été transférées aux collectivités territoriales</b> ; les transferts de <b>la gestion des ressources naturelles sont attendus</b> . Par contre, le transfert des ressources n'est pas encore à la hauteur du fardeau transmis, alors que les ressources locales font encore largement défaut. Le <b>mouvement de dévolution</b> s'accompagne désormais d'une déconcentration des moyens administratifs et techniques vers le terrain, entravée par l'état de pénurie généralisée des services.<br>En termes de politique intérieure, le Mali est engagé dans une <b>réforme fondamentale de ses institutions. Point central de cette réforme, le processus de décentralisation</b> a entraîné une communalisation intégrale du pays. Cette réforme se poursuit dans le cadre du programme de développement institutionnel (PDI), le principal défi demeurant le transfert effectif des compétences et ressources aux collectivités territoriales ainsi que le renforcement de la déconcentration des services de l'administration, nécessaire à l'accompagnement de ces dernières dans leurs nouvelles missions." | "Concernant la décentralisation et pour chacun des trois exercices de 2000 a 2002, <b>L'Etat a dote les 703 nouvelles communes</b> d'un budget de fonctionnement de <b>3,6 M€, soit, en moyenne, 5 000 € par commune par an</b> . L'essentiel de l'appui a la décentralisation vient <b>actuellement des bailleurs de fonds internationaux</b> qui y consacrent, entre L'AFD, <b>les Pays Bas, l'Allemagne, le FEND et la CE, plus de 65 M€ sur trois ans</b> . Les conséquences de l'appui financier limite de l'Etat sont d'autant plus notables que le transfert de charges <b>aux communes s'étend a l'investissement et a la gestion de services de base</b> : écoles de premier cycle, dispensaires et centres de sante, stations hydrauliques, entretien des pistes rurales. En outre, <b>la base fiscale des collectivités territoriales est encore trop faible pour se passer d'un appui extérieur</b> . "<br><br>NOTE: The CSP 1 contains an annex ("appendice 6") describing the concept, historical development and state of the art of decentralisation in Mali, the stakeholders involved and the progress made: p. 56-61 and deconcentration (p. 61-63) |
| <b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b>               | Yes see above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | Yes<br>"La <b>réussite du processus de décentralisation constitue la condition clé de viabilité des politiques actuelles</b> . Le renforcement de la décentralisation implique en effet de nombreux changements aussi bien au niveau de la formulation des politiques que de leur mise en œuvre. Le transfert progressif de nouvelles compétences aux collectivités territoriales implique que ces collectivités soient en mesure, techniquement et financièrement, de prendre le relais de l'Etat dans les domaines concernés. Ceci <b>nécessitera un renforcement parallèle de la déconcentration des missions et crédits publics</b> , un des <b>défis résidant dans la disponibilité et la formation du personnel au niveau régional</b> pour respecter les règles d'exécution des dépenses."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes<br>" <i>Développement économique/situation macroéconomique</i> ;<br>En ce qui concerne les années 2000 et 2001, on observe la poursuite de l'approfondissement entame depuis 1993. Les efforts de libéralisation se sont poursuivis (secteurs énergie et télécommunication), le <b>processus de décentralisation prend son essor avec la mise en place de l'organisme financier correspondant (Agence nationale pour l'investissement des communes - ANICT)</b> . Toutefois, la situation économique s'est détériorée considérablement en raison de la grave crise du coton que traverse le pays."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b></p> | <p>"Ceci nécessitera un renforcement parallèle de la déconcentration des missions et crédits publics, un des défis résidant dans la disponibilité et la formation du personnel au niveau régional pour respecter les règles d'exécution des dépenses."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p><b>Défis pour les prochaines années: (...)</b><br/>           La bonne gestion des affaires publiques : procédures de prises de décisions claires des pouvoirs publics, primauté du droit dans la gestion et la répartition des ressources et mise en œuvre des mesures visant la lutte contre la corruption. Ceci implique, d'une part, une amélioration du fonctionnement de l'administration pour une meilleure efficacité de la dépense publique dans les secteurs sociaux et, d'autre part, <b>la poursuite du processus de décentralisation qui induit un renforcement de la société civile et de l'état de droit.</b></p> <p>(..)<br/>           En effet, les communes disposent d'une source de financement propre - la taxe de développement régional et local -, mais qui s'avère insuffisante et qui est relayée par des transferts financiers du niveau central, dont il importe cependant de vérifier, d'une part, l'effectivité et, d'autre part, l'efficacité.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>2. The EC response strategy</b>                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><i>Top down: centralised level and through: l'Agence National d'Investissement des Collectivités Territoriales</i><br/> <i>Bottom-up:</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                                         | <p>focal areas du CSP:</p> <p>1) appui à la poursuite des <b>réformes du secteur public et à l'organisation des services de l'Etat</b>. Ce domaine correspond à l'orientation stratégique 2 du CSCR et concerne essentiellement des mesures visant à améliorer la gouvernance;</p> <p>2) appui au développement économique des régions du Nord et du Delta du Niger. Ce domaine correspond à l'orientation stratégique 1et 3 du CSCR relatif au développement des secteurs productifs.</p> <p>Focal Area 1:<br/> <b>Axe 1 : Appui à la consolidation du processus de décentralisation et à la déconcentration des services de l'Etat</b><br/> <b>Axe 2: Appui à la définition et à la mise en œuvre de la politique migratoire malienne</b><br/> <b>Axe 1 : L'appui à la mise en œuvre des réformes prévues dans le document cadre de politique nationale de décentralisation (DCPND) et le programme de développement institutionnel (PDI) fera suite au programme d'appui à la réforme de l'Etat et à la décentralisation (PARAD) financé sur le 9e FED. Il visera l'approfondissement de la décentralisation et de la déconcentration par un transfert effectif des ressources et l'amélioration des compétences au niveau régional et local. Un accent sera mis sur la réforme de l'état civil, condition clé pour la gestion sécurisée des registres d'état civil et des fichiers électoraux.</b><br/>           Les objectifs spécifiques poursuivis visent à:</p> <ul style="list-style-type: none"> <li>• améliorer les capacités des administrations déconcentrées et locales à concevoir, piloter et</li> <li>• coordonner les politiques et actions de développement, ainsi qu'à remplir</li> </ul> | <p>L'action de la Communauté Européenne (CE) au titre du germe FED, dont l'enveloppe A est de 294 M€, suit les orientations du cadre stratégique de lutte contre la pauvreté1 (CSLP). Sur la base d'une analyse de la situation politique, économique et sociale du Mali ainsi que d'un examen de la coopération passée et présente, la stratégie communautaire de coopération visera</p> <ul style="list-style-type: none"> <li>• en premier lieu le secteur des transports avec un accent sur l'entretien routier (pour un montant d'environ 102 ME) et,</li> <li>• en second lieu, celui de la décentralisation et appui aux structures publiques (pour un montant d'environ 70 ME).</li> <li>• En outre, environ 100 ME seront réservés a un appui budgétaire.</li> </ul> <p>Par ailleurs, le Mali dispose également de 81 M€ au titre de l'enveloppe B qui pourront être utilisés pour contrer les effets d'éventuels chocs exogènes.</p> <p>(..)<br/>           Afin de fournir des services de proximité qui correspondent mieux aux besoins des populations locales, les communes disposent de très larges compétences (1 er cycle de L'éducation, sante communautaire, hydraulique ... ). <b>Appuyer le budget d'investissement des communes</b>, permet d'intervenir a la base dans les <b>secteurs sociaux</b> juges prioritaires dans la <b>lutte contre la pauvreté</b>. De plus, les modes de décisions associant plus étroitement les populations permettent également de <b>renforcer la démocratie et la participation de la société civile.</b></p> <p>(..)<br/>           Les conséquences de l'appui financier limité de l'Etat sont d'autant plus notables que le transfert de charges <b>aux communes s'étend à l'investissement et a la gestion</b></p> |

| Dimension to analyse | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | <p>leurs missions de service aux populations;</p> <ul style="list-style-type: none"> <li>• accroître l'efficacité de la fiscalité locale et améliorer la gestion des finances publiques au niveau régional et local;</li> <li>• accroître la capacité et la qualité des investissements des CT;</li> <li>• améliorer la gestion des registres civils et des fichiers électoraux à travers une réforme de l'état civil.</li> </ul> <p>Cet axe sera mis en oeuvre au moyen d' <b>un appui budgétaire sectoriel</b> et des appuis institutionnels.</p> <p><b>Domaines hors concentration :</b><br/>Un appui à la société civile. Cet appui visera entre autres à renforcer la gouvernance au niveau local, régional et national, et à permettre un meilleur contrôle citoyen par l'implication effective de la société civile dans les processus politiques.</p> <p>CF also : Logframe CSP 2, p. 51-52</p> | <p><b>de services de base:</b> écoles de premier cycle, dispensaires et centres de sante, stations hydrauliques, entretien des pistes rurales. En outre, <b>la base fiscale des collectivités territoriales est encore trop faible pour se passer d'un appui extérieur.</b></p> <p>Il semble donc capital que la CE puisse poursuivre son soutien a ce processus qui touche aussi bien le <b>renforcement d'infrastructures sociales de base que des aspects de bonne gouvernance et de renforcement de la société civile.</b> La mise en œuvre des deux premières années du programme 8ème FED d'appui au démarrage des communes a montré que la structure d'appui répond positivement aux besoins d'investissements initiaux des communes et que ce programme doit être reconduit. Par ailleurs, le transfert des compétences va demander la réorganisation des services de l'Etat et un appui aux administrations centrales et des collectivités pour les accompagner dans cette deconcentration.</p> <p>(..)</p> <p><i>Focal Sector 2 : décentralisation et appui aux structures publiques (24%, 70M € du 9ème FED sont planifié pour la décentralisation et appui aux structures publiques.</i><br/>L'action de la CE devrait aider à pallier deux difficultés auxquelles le Mali est confronte dans le domaine de la décentralisation: le manque de ressources humaines et le manque de ressources financières aussi bien en ce qui concerne le budget d'investissement que de fonctionnement des communes.</p> <p>Ce secteur de concentration comprendra donc trois volets : (<i>source : NIP, see also logframe CSP 1 p 35</i>)</p> <ul style="list-style-type: none"> <li>• poursuite du soutien au budget d'investissement des communes grâce a un soutien a l'ANICT</li> <li>• soutien a la réforme des structures publiques aux différents niveaux central, régional, local et communal: appui institutionnel et programme de bonne gouvernance et bonne gestion publique. A travers ces appuis, la CE promouvra les capacités de gestion et d'exécution des politiques de développement, ainsi que la participation active des représentants de la société civile (h/f).</li> <li>• Appui à la structuration et à la participation de la société civile avec une attention particulière sur les régions du Nord.</li> </ul> <p>Les mesures principales en matière de politique sectorielle, à prendre par le gouvernement comme contribution à la mise en oeuvre de la stratégie de réponse dans ce secteur, sont :</p> <ul style="list-style-type: none"> <li>• la poursuite du dispositif mis en place pour la répartition des ressources destinées à financer les investissements des collectivités locales, la vérification de la faisabilité de projet d'investissement et de leur viabilité</li> <li>• la poursuite d'un objectif d'équité dans la distribution de ressources en vue d'un rééquilibrage régional des infrastructures sociales en particulier pour les régions les plus défavorisées</li> <li>• assurer dans le cadre de la bonne gestion des finances publiques les transferts budgétaires aux collectivités locales</li> <li>• étudier la mise en place d'un outil de mise en coherence des</li> </ul> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>Représentant près d'un quart des financements totaux, la CE constitue le premier bailleur de fonds du Mali. Le 9ème FED, dont la dotation globale après revue à fin parcours s'élève à 460.236.859 € (enveloppes A et B), a concentré ses interventions dans les deux secteurs suivants: les infrastructures (35%) <b>et la décentralisation et la réforme de l'Etat (25%)</b>, complétés par l'appui macro-économique aux objectifs du CSLP (29%).</p> <p>Prenant en compte <b>l'héritage des FED successifs, quatre domaines majeurs de coopération émergent</b> avec</p> <ul style="list-style-type: none"> <li>(i) le soutien macroéconomique élargi aux secteurs sociaux,</li> <li>(ii) (ii) les infrastructures routières,</li> <li>(iii) (iii) l'appui à la réforme de l'Etat, <b>avec le soutien à la décentralisation et</b></li> <li>(iv) (iv) le développement rural.</li> </ul> <p>(..)</p> <p><b>Maintenir des interventions dans les secteurs du CSCRP où la CE a des avantages comparatifs:</b> Les deux secteurs de concentration du 9e FED (appui au secteur du transport et à la mise en œuvre de la politique de décentralisation) restent au cœur des priorités du gouvernement malien.</p> <p><b>Prendre en compte l'effet de levier des instruments et des modalités d'appui:</b> l'appui budgétaire général est un levier important pour faire avancer les réformes, notamment dans des domaines où la CE n'intervient pas directement (orientation stratégique 3 CSCRP, par exemple). <b>Il en est de même de l'appui à la décentralisation qui permet des investissements sociaux et productifs.</b></p> | <p>investissements publics au niveau local</p> <ul style="list-style-type: none"> <li>• effectuer conformément à la loi (decret nO 96/084), les transferts de compétences, agents qualifiés et ressources financières aux services déconcentrés.</li> </ul> <p><i>La coopération UE-Mali dans le passé :</i><br/> <i>La décentralisation. Le 7ème FED a appuyé la définition et la mise en oeuvre de la politique de décentralisation dans un esprit de renforcement de la participation politique à la base jusqu'à la tenue des premières élections municipales sur l'ensemble du territoire. Le 8ème FED a poursuivi cette approche en appuyant les collectivités territoriales créées par la loi.</i> Désormais dotées de la personnalité juridique et de l'autonomie financière, les communes sont bénéficiaires de cette aide communautaire. Le programme d'appui aux communes a démarré en 2001. Le FED est le principal bailleur du fonds d'investissement de l'Agence nationale pour l'investissement des communes (ANICT).</p> <p><i>From CSP 2 :</i><br/> <b>III.1.2. Le soutien à la décentralisation et à la réforme de l'Etat</b><br/>         Cette réforme essentielle a d'abord bénéficié d'un appui communautaire sous approche projet avec le projet <b>d'Appui au démarrage des communes (8ème FED) d'un montant total de 45,8 M€</b>. Un nouvel appui de <b>72 M€ sur 9ème FED</b> a été consenti, sous approche sectorielle et incluant un appui budgétaire, avec le programme <b>d'Appui à la Réforme de l'Administration et Décentralisation (PARAD)</b>.<br/>         Le programme <b>ADERE-Nord (6 M€)</b>, prévoit un appui <b>particulier pour les 3 régions du Nord</b> et pilote une nouvelle approche qui vise le renforcement des assemblées régionales et un appui à la mise en œuvre des plans de développement régionaux sous forme de subventions aux investissements structurants et à caractère productif. A cette fin, un fonds <b>d'investissements de 8 M€ a été</b> mis à disposition des régions à travers <b>l'Agence National d'Investissement des Collectivités Territoriales (ANICT)</b>.<br/>         Le <b>soutien de la CE</b> a permis d'agréger les <b>apports de plusieurs partenaires. N'étant pas ciblé</b>, il a permis de répartir les moyens d'investissements sur l'ensemble du territoire et des domaines d'intervention, à l'inverse des autres appuis focalisés sur des régions et/ou des secteurs d'intervention. <b>Le passage à l'appui budgétaire s'avère pertinent.</b> L'ANICT utilise des procédures locales efficaces assurant à la fois la fluidité des opérations, leur appropriation par les acteurs locaux et la sécurisation requise des fonds.<br/>         L'appui à la décentralisation a permis de consolider le processus, de lui donner des moyens d'intervention confortant l'existence effective des collectivités, amenant les élus à devenir les acteurs de leur propre développement. Il contribue à raffermir les efforts de bonne gouvernance. Ce programme a permis un développement accéléré des équipements, en fonction des besoins effectivement ressentis par les populations. Après 5 ans d'existence, 3500 projets ont pu être réceptionnés par les collectivités. Par la multiplication des marchés, il a permis l'essor d'activités susceptibles de générer la création de micro entreprises et de professionnels dans</p> |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>les communes. L'échelon local et régional apparaît donc comme pertinent dans l'émergence et la multiplication d'activités rémunératrices et donc dans la lutte contre la pauvreté.</p> <p><b>Le processus de décentralisation, bien que politiquement bien ancré, est cependant loin d'être complètement achevé et consolidé. Les structures territoriales sont techniquement faibles et financièrement encore peu viables,</b> le transfert de ressources et de compétences inachevé, <b>les services de l'administration très insuffisamment déconcentrés</b> et leur <b>interaction avec les autorités locales souvent peu claire.</b> Les outils d'appui technique et financier aux CT mises en place pour l'appui au démarrage des communes ont besoin d'être développés pour faire face aux défis d'une phase de consolidation et de pérennisation.</p> <p>Le PARAD, en cours jusqu'à 2010, a pour objectif d'appuyer cet approfondissement de la réforme. Compte tenu de l'immensité et la complexité de la tâche, il sera nécessaire d'appuyer ce processus de décentralisation/déconcentration au delà de cette date.</p>                                                                                                                                                                                                                                                                                                     |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p> | <p><i>Etat, par le biais d'un support sectoriel. Mais :</i> Il est attendu un engagement politique fort se traduisant par des <b>transferts financiers significatifs du budget de l'Etat en faveur des collectivités territoriales</b> (liés aux transferts de compétences et à la fiscalité partagée), un renforcement de la fiscalité locale et une stratégie de renforcement des capacités des ressources humaines des services déconcentrés et des trois niveaux des collectivités territoriales.</p>                                                                                                                                                             | <p>Concernant la décentralisation et pour chacun des trois exercices de 2000 à 2002, <b>L'Etat a dote les 703 nouvelles communes</b> d'un budget de fonctionnement de <b>3,6 M€, soit, en moyenne, 5 000 € par commune par an.</b> L'essentiel de l'appui à la décentralisation vient <b>actuellement des bailleurs de fonds internationaux</b> qui y consacrent, entre L'AFD, les Pays Bas, l'Allemagne, le FEND et la CE, <b>plus de 65 M€ sur trois ans.</b></p> <p>(..)</p> <p>Concernant les investissements au niveau décentralisé, poursuivant les orientations du 8<sup>ème</sup> FED, l'appui communautaire privilégiera le <b>canal de l'ANICT dont les projets éligibles au niveau des communes</b> concernent notamment les <b>infrastructures sociales de base</b>, mais également l'environnement. Toute commune du Mali, quel que soit son niveau de richesse, a accès à au moins un financement de l'ANICT.</p> <p>Parallèlement, la CE appuiera le processus de transfert des compétences et moyens de L'Etat vers les communes, assemblées régionales et services déconcentrés de L'Etat. L'appui <b>comprendra un renforcement institutionnel du niveau central comme aux différents niveaux administratifs.</b> La décentralisation des services doit aller de pair avec un renforcement de la coordination et de la transparence et des règles claires de gestion des finances publiques au niveau décentralisé.</p> |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>            | <p>Yes: La CE vient d'initier une première expérience d'appui budgétaire sectoriel avec le PARAD (Programme d'appui à la réforme de l'administration et décentralisation) (..)</p> <p>En dépit des difficultés de démarrage, les expériences des ABS (appui budgétaire sectoriel) démontrent que les conditions pour cette approche sont réunies, surtout en ce qui concerne les secteurs où l'Etat est l'acteur majeur, comme l'éducation ou la santé. C'est le <b>cas également pour les financements à destination des collectivités territoriales, qui sont mis à disposition à travers l'Agence d'Investissement des Collectivités Territoriale (ANICT).</b></p> | <p><i>Budget support, non-targeted (see cell below):</i> La CE continuera à financer, à travers une <b>aide budgétaire non ciblée</b>, une partie du déficit global des opérations financières de L'Etat et à couvrir les besoins de financement. Cette aide soutiendra la mise en oeuvre des réformes prévues dans le cadre des programmes convenus entre le gouvernement et les IBW. (..) une partie du montant destine à l'appui budgétaire sera réservée à des actions d'appui technique renforçant les capacités institutionnelles dans les domaines concernés. <b>La dimension de la décentralisation sera prise en compte tant dans la conception de l'appui institutionnel que dans la définition des indicateurs.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         | (..)<br><i>Axe 1 du domaine de concentration 1 (see below) : Cet axe sera mis en œuvre au moyen d' un appui budgétaire sectoriel et des appuis institutionnels.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                                 | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | "Pour soutenir les politiques en cours dans les <b>secteurs sociaux</b> (PRODESS et PRODEC notamment), la CE, en <b>coordination étroite avec les institutions de Bretton Woods</b> , continuera a fournir un <b>appui budgétaire</b> comme elle le fait depuis longtemps. Dans ce cadre elle veillera a ce que celui-ci permette de fournir un <b>complément articulé aux nouvelles responsabilités que la decentralisation attribue aux communes dans les secteurs sociaux</b> , d'assurer la perennite des interventions dans le secteur des transports en sécurisant les depenses d'entretien routier et de continuer à soutenir les efforts de l'Etat en matière de bonne gouvernance économique." |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                              | GBS is existing, but not used primarily for decentralisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                                 | "L'avantage comparatif de la CE porte sur les compétences acquises, la possibilité d'appuyer les grandes réformes par des appuis budgétaires importants dans le cas de la décentralisation "                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b> | "la stratégie de réponse de la coopération communautaire se base sur les principes suivants:<br><b>Maintenir des interventions dans les secteurs du CSCR</b> où la CE a des <b>avantages comparatifs</b> : Les deux secteurs de concentration du 9e FED (appui au secteur du transport et à la mise en <b>œuvre de la politique de décentralisation</b> ) restent au cœur des priorités du gouvernement malien. (cf. Orientation stratégique 1 et 2 du CSCR). <b>L'avantage comparatif de la CE porte sur les compétences acquises, la possibilité d'appuyer les grandes réformes par des appuis budgétaires importants dans le cas de la décentralisation et</b> la possibilité de financer de grandes infrastructures par des dons (donc sans endettement supplémentaire du pays) et avec des procédures particulièrement adaptées à la réalisation des infrastructures.<br>(..)<br><b>Axe 1 : L'appui à la mise en œuvre des réformes prévues dans le document cadre de politique nationale de décentralisation (DCPN) et le programme de développement institutionnel (PDI) fera suite au programme d'appui à la réforme de l'État et à la décentralisation (PARAD) financé sur le 9e FED. Il visera l'approfondissement de la décentralisation et de la déconcentration</b> par un transfert effectif des ressources et l'amélioration des compétences au niveau régional et local" | <b>"La décentralisation est une des principales réformes des structures publiques mise en place par le gouvernement malien.</b> Ce processus entraine des modifications de fonctionnement a tous les niveaux de la vie administrative malienne. Il s'agit de soutenir ce processus, d'une part, en permettant son fonctionnement opérationnel et, d'autre part, en aidant a la mise en place des nouvelles structures institutionnelles"                                                                                                                                                                                                                                                                |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence related to the analysis of other donors support to</b>                                                                                      | Selon la matrice des donateurs réalisée par la DCE en début 2006, l'axe prioritaire 1 du CSLP relatif au <i>développement institutionnel, à l'amélioration de la gouvernance et de la participation</i> recueille 18% des appuis recensés (base engagements totaux).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Dimension to analyse                                                          | Second period                                                                                                                                                                                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>decentralisation</b>                                                       | Les principaux PTF dans ce domaine sont la CE, USAID ainsi que le PNUD, la Banque mondiale, le Canada et l'Allemagne. (..) Dispersion et concentration de l'aide sont variables selon les secteurs. Certains secteurs font l'objet d'appuis de nombreux bailleurs, comme (..) la décentralisation (..) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b> | no                                                                                                                                                                                                                                                                                                     | Un premier niveau de <b>coordination entre les Etats membres</b> et la Délégation est opérationnel aussi bien dans le cadre de la coordination communautaire qu'au niveau technique. Ainsi, la Délégation participe activement aux concertations thématiques dans les secteurs suivants : développement rural, environnement, sante, éducation, infrastructures, hydraulique, décentralisation, culture et appui macro-économique. Ces coordinations - <b>la Délégation est chef de file pour les « secteurs » infrastructures et décentralisation</b> - facilitent l'exécution des différents programmes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>A donor matrix exists</b>                                                  | yes                                                                                                                                                                                                                                                                                                    | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>  | Yes, Germany, Belgium, France, the Netherlands, Sweden, EC, WB, Canada and Switzerland support decentralisation and/or deconcentration.<br>For Decentralisation the EC is the head of the thematic working group of donors on the issue.                                                               | <p><i>Yes: and it is interesting to see, that only the support to decentralisation is described more in detail. All other sectors are listed without further explanation. If decentralisation is supported it figures in the first third of the list of sectors.</i></p> <ul style="list-style-type: none"> <li>La coopération française intervient notamment dans les secteurs de l'assistance technique et expertise, de la décentralisation, de l'éducation, de la formation, des infrastructures, des filières élevage et agricole, du secteur privé et de la sante.<br/>Dans le secteur de la décentralisation, <b>les actions menées par la France</b> concernent principalement <ol style="list-style-type: none"> <li><b>l'appui institutionnel</b> avec la participation à la réflexion sur le cadre législatif et institutionnel des réformes et un programme de renforcement des capacités des services administratifs déconcentrés dont le Trésor.</li> <li>Le second axe est l'appui aux collectivités territoriales, l'appui aux communes (1ère et 3ème régions) et les actions pour le développement régional (5ème région) avec un appui aux assemblées régionales.</li> <li>Enfin, les actions de développement local sont mises en œuvre dans les programmes d'appui à l'aménagement et à la gestion du terroir des communes, ainsi qu'à la gestion des ressources naturelles (en particulier 6ème et 7ème régions).</li> </ol> </li> <li>La <b>coopération allemande</b> s'axe autour de secteurs tels que la <b>décentralisation</b>, L'agriculture, L'approvisionnement en eau, l'assainissement, L'éducation de base et la microfinance.<br/>La coopération allemande en matière de décentralisation est mise en œuvre à travers un <b>projet de promotion de la décentralisation</b> qui vise à <b>renforcer le cadre législatif et réglementaire de la décentralisation</b> par un <b>appui aux structures centrales chargées de concevoir la réforme de décentralisation</b>. Ce programme est complété par un projet d'appui aux communes qui se focalise sur le renforcement des capacités des administrations locales (principalement dans la 2ème région et dans le Nord du pays)</li> </ul> |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                           | First period                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                       |                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Canada dans les domaines de l'éducation, de l'appui institutionnel, de la justice, des infrastructures, et <b>de la décentralisation</b></li> </ul> |
| <b>Evidence on coordination or consultative mechanisms</b>                                                            | For Decentralisation the EC is the head of the thematic working group of donors on the issue.                                                                                                                           |                                                                                                                                                                                            |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                         |                                                                                                                                                                                            |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | <p><i>Decentralisation is closely linked to basic service delivery such as education and health.</i></p> <p><i>In the 3 Northern regions yet highly decentralised, the support to infrastructure is a main axe.</i></p> | <p><i>Decentralisation is closely linked to basic service delivery such as education and health</i></p>                                                                                    |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                         |                                                                                                                                                                                            |
| Other relevant information 1                                                                                          |                                                                                                                                                                                                                         |                                                                                                                                                                                            |
| Other relevant information 2                                                                                          |                                                                                                                                                                                                                         |                                                                                                                                                                                            |
| Other relevant information 3                                                                                          |                                                                                                                                                                                                                         |                                                                                                                                                                                            |

## 3.2.12 Country Nicaragua

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Evidence on the importance given by the Government to decentralisation                                                                                                   | <p>"Fiscal policy performance remains a high priority of Bolaños' government. High public debt burden requires further efforts of fiscal consolidation over the coming years to put debt dynamics on a sustainable path. To address these challenges, the fiscal program includes strengthening of the tax administration and increase of the quality of public expenditures (including strengthening the anti-poverty expenditures<sup>13</sup>). In addition, several key fiscal reforms are underway to support medium term fiscal consolidation: tax code, pension reform, <b>decentralisation</b>, civil service reform, and fiscal transparency (...)</p> <p>Besides the public debt (20% of public expenditures), the State budget has legal constraints allocating 6% of expenditure to universities and 4% to the Supreme Court of Justice. <b>Municipalities</b> will receive 10% of tax revenues (Transfers should rise progressively up to this rate until 2010. "</p> | <p>"The poverty reduction strategy is based on a core of four pillars (see details in annex 4):</p> <ul style="list-style-type: none"> <li>- labour-intensive, broad-based economic growth and structural reform; (...)</li> <li>- increasing the investment in the human capital of the poor to enhance their productivity, (...)</li> <li>income and welfare;</li> <li>- better protection for vulnerable groups;</li> </ul> <p>(This pillar is designed to produce a short-term increase in the poor's capacity to access the public services. New programmes will link direct financial incentives to more intensive and better education and health practices by the poor. The approach will also require strengthening relevant public institutions and developing a greater understanding of the poor's vulnerabilities, which should allow and better targeting and consolidation of assistance programmes. Finally, there is to be a <b>steady transfer of some responsibilities to local governments</b>, where both responsiveness and understanding to the vulnerable poor is strongest.)</p> <ul style="list-style-type: none"> <li>- good governance and institutional development.</li> </ul> <p>Three crosscutting issues which complement the basic principles and the four pillars have to be taken into account at each stage:</p> <ul style="list-style-type: none"> <li>- environmental vulnerability,</li> <li>- greater social equity,</li> <li>- <b>decentralisation</b> of decision-making and service delivery, with a special emphasis to the Atlantic Coast." </li></ul> |
| Evidence on the progress in the national decentralisation process                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><i>Decentralisation is mentioned as cross cutting issues in the Nicaraguan PRSP of 2000: "decentralisation of decision-making and service delivery, with a special emphasis to the Atlantic Coast."</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</i> | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <i>The CSP clearly identifies</i>                                                                                                                                        | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



| Dimension to analyse                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>country specific risks and constraints (related to decentralisation) (yes/no)</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>2. The EC response strategy</b>                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b> | <p>(No direct support to decentralisation planned in the CSP. Decentralisation is clearly seen as a cross-cutting issue)</p> <p>"In line with EC development policy objectives and the conclusions of the Guadalajara summit, in particular on social cohesion, the EC strategy focuses on:</p> <ul style="list-style-type: none"> <li>- Supporting governance and, in particular, consolidating democracy, good governance and effective implementation of the rule of law.</li> <li>- Investing in human capital, especially education, in order to reduce social inequities, territorial imbalance, gender and cultural prejudices, and to better adapt the education system to the country's development needs.</li> <li>- Securing macro-economic sustainability and reinforcing Nicaragua's trade and integration in the world economy so as to contribute to sustainable and equitable economic growth.</li> </ul> <p>These focal sectors involve mainstreaming a number of different issues: regional economic integration; rurality; environmental sustainability and risk management; human rights, in particular gender equity; and <b>decentralisation of the State.</b>"</p> <p>(Section on cross-cutting issue)</p> <p>"Involving the population more directly in decision making is important. <b>Decentralisation of the State</b>, a national policy, is one way to achieve this and, thus, will also be a cross-cutting issue."</p> <p>(The CSP also refers to the thematic budget line "Non State Actors and Local Authorities in Development").</p> <p>"Co-financing for non-State actors. This budget line has always been very active in Nicaragua. Preference should be given to supporting the involvement of non-State actors in the process of establishing and discussing policies rather than financing local projects. For the thematic programme "Non State Actors and Local Authorities in Development", priority should be given to proposals complementing the focal sectors and their main cross-cutting issues (see annex 8.18), (...)</p> <p>The European Commission's policy is based on the recognition that ownership of strategy is the key to the success of development policies. Therefore, the most wide-ranging participation of all segments of the society must be encouraged and implemented, respecting both the particular situation of each partner country and the central role of the Government complemented by decentralized authorities. "</p> | <p>(Decentralisation is clearly identified as a cross-cutting issue and indeed features in the various areas of cooperation.)</p> <p>" The focal sectors are:</p> <ul style="list-style-type: none"> <li>- socio-economic development in rural areas</li> <li>- investment in the human capital, and particularly in education</li> <li>- support for good governance and the consolidation of democracy"</li> </ul> <p><i>Focal sector 1</i></p> <p>"<u>Socio-economic development in rural area</u></p> <p>(...)</p> <p>The major policy measures to be taken by the government as its contribution to implementing the chosen strategy in this sector are:</p> <ul style="list-style-type: none"> <li>- the continuation of the discussion on the policy to stimulate broad-based growth in agriculture,</li> <li>- the effective implementation of the PRSP,</li> <li>- the implementation of the <b>decentralisation process</b> in municipalities,</li> <li>- the modernisation of the cadastral system and the reform of the land tenure system,</li> <li>- the implementation of discussions on agricultural policy reform as part of follow-up to the PRSP</li> </ul> <p>(...)</p> <p>The Commission's response to Nicaragua's strategy will be based on two kinds of intervention:</p> <p>1/ support for rural policy (local development), in particular agriculture, if possible focusing budget support on a limited number of targets.</p> <p>(...)</p> <p>Measures in the rural sector should be focused on supporting a coherent new national policy with targets. This policy should address the need for agricultural reform in order to:</p> <ul style="list-style-type: none"> <li>- (...)</li> <li>- reinforce <b>decentralisation</b> policy,</li> <li>- (...)</li> </ul> <p>2/ local operations to boost grassroots economic and social development in the poorest parts of the country through local communities, municipalities and NGOs</p> <p>"</p> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                       | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         |                                                                                                                                                                                                                     | <p><i>Focal sector 2</i><br/> <u>"Investment in the human capital, and particularly in education</u><br/>           (...) Educational problems are most acute in rural areas. It is therefore proposed that the rural projects planned in the first focal sector include education as a component of local development (...)</p> <p><i>Cross cutting issues.</i><br/>           "The three sectors chosen coincide fully with three of the four pillars of the PRSP. These priority areas are complemented by <b>cross-cutting issues</b>:<br/>           - (...)<br/> <b>- Decentralisation</b> will be promoted as far as possible in every programme, in line with national policy and the actual capacity of local organisations to assume additional responsibilities. Attention will be given to municipal and regional authorities as well to local delegations of ministries and central institutions.<br/>           - (...)"</p> |
| <p><i>Type of objectives pursued by the EC support to decentralisation</i></p>                                                                          | <p>"Involving the population more directly in decision making is important. <b>Decentralisation of the State</b>, a national policy, is one way to achieve this and, thus, will also be a cross-cutting issue."</p> | <p>Not explicit.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><i>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</i></p> | <p>no</p>                                                                                                                                                                                                           | <p>no</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><i>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</i></p>        | <p>no</p>                                                                                                                                                                                                           | <p>"Most of the operations to be financed in this subsector follow on from the previous rural development strategy within a deeper emphasis on using NGO as implementation agents."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><i>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</i></p>                   | <p>no</p>                                                                                                                                                                                                           | <p>The financing could come from direct financing but also from using part of the budget support given for the rural policy in case of targeted support into the investment budget. (..)<br/>           TA, in coordination with the budgetary support</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><i>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</i></p>                          | <p>No</p>                                                                                                                                                                                                           | <p>no</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><i>Evidence on support to decentralisation through GBS</i></p>                                                                                       |                                                                                                                                                                                                                     | <p>no</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evidence on Lessons learnt from past cooperation                                                                                                        | -                                                                                                                                                                                                                                                                                                        | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <i>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</i> | no                                                                                                                                                                                                                                                                                                       | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Evidence related to the analysis of other donors support to decentralisation                                                                            | -                                                                                                                                                                                                                                                                                                        | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Evidence related to specific coordination mechanisms with EU MS exists                                                                                  | -                                                                                                                                                                                                                                                                                                        | "There is also specific coordination in Managua to promote complementarity between EU Member States and the European Commission by regular meeting under the local pro tempore Presidency of the European Union. Note that some donors have expressed disquiet about the government's relatively limited role in the coordination of aid."                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <i>A donor matrix exists</i>                                                                                                                            | yes                                                                                                                                                                                                                                                                                                      | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <i>A donor matrix explicitly mentioning decentralisation exists (yes/no)</i>                                                                            | Yes: decentralisation is a focal sector in Denmark, Finland, Germany, Luxemburg. And main objectives in Spain                                                                                                                                                                                            | Yes-for Denmark and Spain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Evidence on coordination or consultative mechanisms</b>                                                                                              | Yes – but not decentralisation specific<br>"A number of other coordination mechanisms exist in the country:<br>• the Budget Support Group ( <i>el Grupo de Apoyo Presupuestario</i> );<br>• the Global Donor Table ( <i>Mesa Global de Donantes</i> );<br>• Sector Tables ( <i>Mesas Sectoriales</i> );" | "Systematic and coherent donor coordination has not yet been institutionalised in Nicaragua. The lack of co-ordination has been highlighted by a number of studies and is often mentioned by donors as a major constraint for the sustainability for development actions. Donors working in Nicaragua have set up a number of coordination forums:<br>- the Consultative Group for Nicaragua;<br>- the Stockholm Consultative Group set up in May 1999 to accompany Nicaragua in the post-Mitch reconstruction process. In its framework, a follow-up group was established to support Nicaragua and others countries of the region in the process of post-Mitch reconstruction. This Group is formed by Germany, Canada, Spain, USA, Japan and Sweden;<br>- the Good Governance Group (GGG); - the GGG subgroups, dealing on different subject in particular poverty, elections, environment and <b>decentralisation</b> .<br>- several sectoral coordination forums, covering inter alia agriculture and rural development, small and medium-sized businesses and health;<br>- a specific forum for donors active on the Atlantic Coast." |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                    | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | Education: "A comprehensive strategy which involves not only the Ministry of Education but also other institutes and administrations, as well as civil society," |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Other relevant information 1</b>                                                                                   |                                                                                                                                                                  | "Decentralisation is mentioned as cross-cutting issue: <i>Decentralisation</i> will be promoted as far as possible in every programme, in line with national policy and the actual capacity of local organisations to assume additional responsibilities. Attention will be given to municipal and regional authorities as well to local delegations of ministries and central institutions."                                                                                                                                                                                    |
| <b>Other relevant information 2</b>                                                                                   |                                                                                                                                                                  | Denmark and Spain have decentralisation as a focal sector in their CSP on decentralisation. Both times it is related to the strengthening of democracy and HR: "Democratisation through decentralisation and support for the public inst." (Denmark)<br>"Consolidate democracy, strengthening the State of Law, through institutional development, decentralisation of the administration, defence and promotion of human rights and fundamental freedoms, stimulating of the social participation (Spain)                                                                       |
| <b>Other relevant information 3</b>                                                                                   |                                                                                                                                                                  | FROM CSP2:<br>"Rural development was a focal sector in the previous programming documents. Until recently this has been mainly implemented through Integrated Rural Development Projects (DRI), which support socio-economic development in geographically defined areas. If there were positive results at local level, the impact at national level has been limited. Sustainability was low due to insufficient prior assessment of what is a complicated sector with a multicultural dimension, diverging interests, weak policy and scattered and duplicated institutions." |

## 3.2.13 Country Papua New Guinea

| Dimension to analyse                                                                        | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Evidence on the importance given by the Government to decentralisation                      | <p>"The MTDS also outlines key supporting policies and enabling measures focusing on political (Medium Term Development Strategy (MTDS) 2005-10) and policy stability; the rule of law; the business environment; protection of the vulnerable and disadvantaged; gender equality; and protection of the natural environment. <b>Building ownership and alliances with provincial and local level governments</b> is an MTDS priority. <b>Strengthening service delivery at district level is a specific initiative</b>, which receives high priority, especially from PNG national politicians."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><b>"1995: Introduction of the Organic Law on Provincial Organic Law and Local Level Government (OLPGLLG).</b> The primary objective the Organic Law was to support decentralization of government functions for a more accountable and transparent management by local decision makers over their constituents</p> <p><b>The Organic Law on Provincial Governments and Local-level Governments</b> came into effect in 1995, designed to decentralise responsibilities from the central to the local levels; to relocate public servants from the main urban centres to bring them nearer to their rural communities and to improve the delivery of services in the rural areas. In 1999, grants to fund selected provincial projects were increased and a new rural development programme (RDP) introduced. In early 2000, new guidelines for spending under the RDP were developed with the assistance of the World Bank. Thus PNG's national development strategy responds to the relative isolation of the central government from the rural populations in other provinces due to communications difficulties that are a feature of PNG's terrain, but are also a reflection of PNG's cultural and linguistic heterogeneity."</p> |
| Evidence on the progress in the national decentralisation process                           | <p><i>Under the heading "decentralisation"</i></p> <p>"The <b>rural areas</b> of PNG are characterised by the absence of the central government and <b>inadequate or lack of service delivery</b>. The Organic Law on Provincial and Local Level Government passed in 1995, which was aimed at improving the situation, has had little or no impact largely due to lack of financial resources and technical and administrative capacities.</p> <p>But the main challenge basically has been ensuring good governance and effectively connecting the three tiers of government. A number of schemes to channel funds directly to the districts have been introduced. These include the setting up of a District transport infrastructure programme, the District Treasury roll-out programme, the district services improvement programme, the commodity roads improvement programme and the provincial economic impact programme. Measures are being taken to pass legislations that will improve inter-governmental financing arrangements."</p> <p>(..)</p> <p>"PNG is rich in natural resources (...) However, the growth record since independence has been disappointing - the current level of income is more or less equal to the level as at the time of independence. Mining and oil production has not led to broad based growth and balanced development. Those provinces that were relatively more developed at independence remain so. <b>Decentralisation policies have not achieved their objective of more even development.</b>"</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Evidence on the analysis of the different dimensions of decentralisation and the priorities | <p><i>Mostly related to local (rural) development</i></p> <p>"A number of government departments, statutory bodies and agencies have their specific mandates to deal with rural economic development programmes. A number</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | First period |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>of the Government in terms of decentralisation process.</b>                                                                                                           | <p>of key sector policies has recently been finalised, e.g. the national transport plan and the National Agricultural Plan. <b>At the sub national level, development strategies have been prepared for all provinces and most of the districts, but of variable quality.</b> The Government is supporting rural economic development through various programmes aimed directly at the district level (e.g. District Roads Improvement Programme, District Services Improvement Programme). <b>Furthermore, the Provincial Performance Improvement Initiative (Supported by AusAID) targets the provincial and district levels through corporate planning support and incentive cofinancing</b> in the implementation of development plans. The Treasury is seeking to improve availability of services in the province through the District Treasury Roll-Out Programme.</p> <p>Support to <b>Non State Actors and Strengthening Districts and LLGs</b> seek, inter alia, to enhance the integration of all stakeholders in the planning and implementation processes and to build capacity for accountable and transparent planning and implementation at district level."</p> |              |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | Not really although a whole section on decentralisation and rural development is provided.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | no           |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | <p><i>Not really although an element is mentioned on fiscal decentralisation (See below)</i></p> <p>"Reform of sub national governments is also urgent. The National Economic and Fiscal Commission (NEFC) has demonstrated the discrepancies between funding needs and funds transferred. Combined with unclear allocation of responsibilities, there is a need for revision of the sub-national system. Whether the necessary support will be forthcoming in the next parliament is to be seen."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | no           |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | <p><i>For Focal Sector 1: Rural economic development:</i></p> <p>"A key element of the support programme is foreseen to be <b>funding investments identified in the district development plans.</b> Well implemented, such funding should leverage other funding sources and contribute to increase overall accountability and efficiency of spending at district level. Best practices could be promoted through a range of funding selection criteria for supporting well-planned interventions. This would include issues related to the district development plans (comprehensiveness, public availability of information on past funding and results, involvement of the public in preparation, etc.) as well as to the proposed intervention (economic viability, local ownership/user contributions, clarification of land issues and impact on gender and environment/natural resource use, etc.). Under 9th EDF support is provided to strengthen District Administrations and Local Level Government. Preliminary experiences from this support will feed into the design of the foreseen support to district development plans."</p>                                  |              |
| <b>Evidence on the objectives</b>                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | FROM CSP2:   |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>pursued by the EC support to decentralisation</b>                                                                                             | <p><i>Focal sector 1: rural economic development</i></p> <p>"Programme Purpose: Facilitating and creating income earning opportunities in rural areas.</p> <p><i>Expected results</i></p> <ol style="list-style-type: none"> <li>Enhanced rural economic development planning, coordination and follow-up at <b>local and national level</b>, involving non-state actor, including the private sector, and ensuring sustainable resource use.</li> <li>Infrastructure upgraded and established to enable access to markets and economic opportunities</li> <li>Relevant market and economic opportunity information and other business support services available in rural areas.</li> <li>Conditions for additional income generating activities facilitated/created</li> </ol> <p><i>Activities;</i></p> <ol style="list-style-type: none"> <li>Support to the further development and improvement of district development plans with a focus on targeting these towards fostering and supporting rural economic growth.</li> </ol> <p>(..)</p> <ol style="list-style-type: none"> <li>Institutional support to strengthen a strategic and co-ordinated approach for fostering rural economic growth at national as well as sub-national level." </li></ol> | <p>"Two separate but complementary programmes on institutional capacity building and governance are being implemented as non-focal interventions under the 9th EDF. (...) The other is <b>the Support to Districts and Local Level Governments (E15 million)</b> aiming at increasing the effectiveness of sub-national structures with a focus on district administrations and LLGs, but central agencies and institutions dealing with sub-national government level would also be key beneficiaries." (...)</p> |
| <i>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>FROM CSP2: " The other is <b>the Support to Districts and Local Level Governments (E15 million)</b> aiming at increasing the effectiveness of sub-national structures with a focus on district administrations and LLGs, but central agencies and institutions dealing with sub-national government level would also be key beneficiaries."</p>                                                                                                                                                                 |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Project modality</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Government and NGOs</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                       | <p>No budget support foreseen in EDF 10<sup>th</sup>, but possible.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</i></p> |                                                                                                                                                                                                                                                                                                                                                                                                      | <p><i>From CSP 2:</i><br/> "Report on the evaluation of the 9th EDF Country Strategy Paper: The evaluators recommend two different types of strategic approaches: one involving NSAs "supplying services and support directed at community-based rural economic development"; and the other, "strengthening the capacities of government institutions to supply better public services to the people of PNG in public fields like education, health, infrastructure or administration (especially at sub-national levels)." (..) The implementation of the 9th EDF focal sectors programmes, Education, Training and Human Resources Development and Rural Water Supply and Sanitation began in earnest only in 2006, having been delayed by a number of factors which were identified during the MidTerm Review in 2004 and have since been rectified. The NSA component of the Institutional Capacity and Governance programme was finalised only in October 2006, the larger programme of support to Districts and LLGs approved in 2007. This means in practical terms that focal and non focal sectors programmes are due to be completed around 2011 (...)"</p> |
| <p><b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b></p>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Evidence related to the analysis of other donors support to decentralisation</b></p>                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Evidence related to specific coordination mechanisms with EU MS exists</b></p>                                                                           | <p>"Up to now, the Government of Papua New Guinea is not really systematizing donor coordination but rather attempts to orientate the individual donor interventions towards its own Medium Term Development Term Strategy while respecting the particular objectives and conditionality from each donor. No matrix of donor contributions and their sectoral allocation is prepared regularly."</p> | <p>"Member states have very limited development funding going to PNG. Only UK and France are represented in the country. The main donor in the country is Australia. One of the factors that make effective donor coordination difficult in PNG is the uneven size of the donors. Grants are dominated by Australia representing more than two thirds of the development grants to the country."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>A donor matrix exists</b></p>                                                                                                                            | <p>Yes</p>                                                                                                                                                                                                                                                                                                                                                                                           | <p>Yes</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b></p>                                                                            | <p>No</p>                                                                                                                                                                                                                                                                                                                                                                                            | <p>No</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Evidence on coordination or consultative mechanisms</b></p>                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b></p>                                   |                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b></p>                                              |                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>"Water Resources Sector Policy:</b> The EU has funded two rural water supply programmes under the 6th and the 7th EDFs, for a total amount of €7.7mn. The programmes covered eight provinces - Central and Eastern Highlands, East New Britain, East Sepik, Madang, Milne Bay, Western Highlands and West New Britain.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



| Dimension to analyse                 | Second period | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      |               | <p>An evaluation highlighted certain weaknesses, the most important being the inadequate participation of stakeholders. Recommendations were made, among others, in:</p> <p>(..)</p> <p><input type="checkbox"/> Establishing partnership agreements at the provincial, district and local level, and setting up Steering Committees at the most decentralised possible level; /</p> <p>(..).</p> <p>Sustainability of such programmes will also be achieved by involving as much as possible the beneficiaries as well as the decentralised players concerned. Involvement at village level (including labour, materials, land, accommodation) and at provincial level (compliance to high technical standards, adequate staffing and institutional framework), and adequate support to these entities in order for them to properly fulfil their obligations, are key elements in this regard"</p> |
| <b>5. Other relevant information</b> |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Other relevant information 1         |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Other relevant information 2         |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Other relevant information 3         |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### 3.2.14 Country Philippines

| Dimension to analyse                                                                                                                                | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                            |
| Evidence on the importance given by the Government to decentralisation                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | The Philippines Policy Agenda: Reforming Governance. The efficiency of public service will be enhanced and there will be a <b>more equitable sharing of responsibilities and resources with Local Government Units</b> . The government will continue to work in partnership with the private sector and civil society in the delivery of public services. |
| Evidence on the progress in the national decentralisation process                                                                                   | <p>"Reform of the public sector entails decentralisation, fight against corruption and civil service streamlining. The Local Government Code of 1991 devolved service delivery, social sectors, environment, agriculture, tourism, telecommunications, public works and housing to local governments, granted local government units (LGUs) certain regulatory powers and increased financial resources. While devolution has made some progress, the lack of adequate financial resources to carry out the devolved responsibilities, weak capacity of LGUs and insufficient preparation have prevented effective decentralisation. Only 17% of the national budget is transferred to LGUs and these account on average for 64% of LGU budgets. Some LGUs are still dependent on national government for the delivery of basic services.</p> <p>(..)</p> <p>The Government explicitly prioritized <b>education</b> in its medium-term policy agenda. The Department of Education presented its Schools First Initiative, a programme that aims to improve educational outcomes, <b>promote decentralisation in the sector</b>, and foster lasting gains in student achievement. These seem to be appropriate targets but the government will in addition need to reverse the decline in annual real spending per student and raise its investment in basic education.</p> <p>(..)</p> <p>The sectoral reform adopted by the <b>Department of Health</b> is widely seen as the right response to the difficult public health situation. However, wider public finance management measures and <b>effective decentralised health systems are imperative to prevent the negative effects of a shrinking health budget</b> and to create a significant impact. "</p> | -                                                                                                                                                                                                                                                                                                                                                          |
| Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process. | <p>"The sectoral reform adopted by the Department of Health is widely seen as the right response to the difficult public health situation. However, wider public finance management measures and effective decentralised health systems are imperative to prevent the negative effects of a shrinking health budget and to create a significant impact. Moreover, wide differences in health status between geographical areas and social groups needs to be tackled. While some advancement towards meeting the Millennium Development Goals can be seen, several major issues such as high maternal mortality, high TB prevalence, high cost of medicines, neglect of primary health care, and continuous brain drain of health practitioners remain to be addressed."</p> <p>(..)</p> <p><i>The CSP contains an annex (annex XI) related specifically to "Decentralisation and Local Governance, p. 57. It contains a 1) situation analysis, 2) Challenges:</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -                                                                                                                                                                                                                                                                                                                                                          |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                 | <p><b>"Situation Analysis:</b> The enactment of the Local Government Code in 1991 devolved the responsibility for the delivery of many basic and infrastructure services to the Local Government Units (LGUs). This <b>devolution</b> came with some form of fund transfers from the national government to the LGUs called the <b>Internal Revenue Allotment (IRA)</b>, although not always with the required amount or know-how transfer to <b>ensure effective decentralisation of services</b>. In the past 13 years of implementation of the Local Government Code, there have been significant changes in the way LGUs manage their local affairs and in the way national government relates with LGUs and in the way people, through civil society organisations (CSOs) participate in local governance. Many LGUs have also developed innovative practices in development planning in consideration of economic, environmental, social and cultural factors. However, such gains are not enough to achieve widespread progress and genuine decentralisation. Many parts of the country remain poor and the population deprived of basic social services. This may be attributed primarily to the limited IRA received by the LGUs. The IRA was low (40% of the internal taxes collected by the national government) and was not automatically given to the LGUs. In addition, there is an uneven level of capacity and capability of both civil society organisations and LGUs in good governance (e.g., management functions, technical skills in fiscal management, land use planning, resource valuation, policy development, etc.). The MTPDP (Medium Term Philippine Development Plan ) acknowledges the key role LGUs should play in achieving the national priority agenda and recognizes the importance of good governance in addressing poverty. However, most of the MTPDP measures are focused on developing infrastructures rather than on capacity-building of LGUs. In the march 2005 Philippines Development Forum (PDF), Decentralisation and Local Governance was identified as a key area of concern to foster the partnership between national government and LGUs towards national socio-economic development."</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b></p> | <p>Yes, see above</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>No -</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b></p>                                                          | <p>(..)<br/> <i>From the annex XI on Decentralisation: <b>Challenges for Decentralisation and Local Governance:</b> Some of the key issues identified in the Philippines Development Forum (2005) were:</i><br/> a.) Local Governance Framework</p> <ul style="list-style-type: none"> <li>• Need to <b>harmonise capacity-building efforts for LGUs</b>, including setting up a sustainable mechanism for rationalization of capacity building activities;</li> <li>• Need to <b>institutionalise performance benchmarking systems</b>; Need to</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p><b>Rural Development:</b> Decentralised management, at least at regional level (Luzon and Mindanao), should be favoured.<br/> Risks: The field-level activities will strongly depend on the political will of the concerned LGUs to support Programme activities.<br/> (..)<br/> <b>"Support to good governance (incl. decentralisation):</b> The Governance field is per se a high risk area because of its political nature, although well targeted interventions can be a cost-effective way to achieve high impact results. The success of interventions in this field depend in some cases on factors external to the intervention itself (such as the delay of adoption of new legislation, political commitment to reform, etc.) and the success of interventions can also hinge upon</p> |

| Dimension to analyse                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                 | <p><b>clarify</b> roles between national line agencies and LGUs for the effective delivery of services (e.g., in health, social services, etc.).</p> <p>b.) Local Finance</p> <ul style="list-style-type: none"> <li>• Need to consider well-targeted performance grants without creating moral hazards (i.e., dependency on grants);</li> <li>• Need to explore untapped LGU revenue base (e.g, centralised land valuation, privatisation of assets);</li> <li>• Need to harmonise central government financial institutions on-lending terms of funds sourced from Official Development Assistance (ODA);</li> <li>• Need to promote anti-corruption practices at the local level.</li> </ul> <p>c.) Legal Framework:<br/>Need to conduct a broad <b>review</b> of the <b>implementation of the Local Government Code particularly</b> the review of the IRA formula to enable the LGUs to cover the cost of devolved functions</p>                   | <p>concurrent reform activities being carried out. To counteract these risks, a flexible and responsive solution for the implementation of this programme is proposed, thus limiting the risk of embarking in projects that will have limited impact."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>2. The EC response strategy</b>                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>Bottom-up</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                  | <p><b>"Focal sector:</b> Support for the Philippines to the delivery of basic social services<br/><b>Non-focal sectors:</b></p> <ul style="list-style-type: none"> <li>• Support to boost trade and investment flows</li> <li>• Support to enhance good governance and to promote reforms</li> <li>• Support to the Mindanao peace process</li> </ul> <p>In this context, the overarching objective of Community support for the Philippines is the sustainable reduction of poverty. This objective will be pursued through the provision of assistance to equitable access to social services through budget support and sector-wide approaches (on the basis of decentralised development, i.e. through local government units).</p> <p>Cross-cutting issues: Moreover, government capacity building efforts to improve public finance management and <b>support decentralisation</b> will be adequately <b>integrated into sector support.</b>"</p> | <p><i>Focal point 1:</i> Assistance to the poorest sectors of society, comprises</p> <ol style="list-style-type: none"> <li>1) the consolidation and replication of <i>rural development</i> know-how and</li> <li>2) EC support to a <i>sector - health</i> - programme;</li> </ol> <p><i>Focal point 2:</i> Assistance to trade and investment, in view to facilitate the integration of the Philippines in the world trade flows, comprises trade sector policy formulation and institutional reform; and higher-education co-operation in European studies.<br/>(..)<br/><i>Crosscutting issues:</i> good governance: incl. support to decentralisation<br/>(..)<br/><b>(Focal point 1: Assistance to the poorest sectors of society:</b> EC co-operation will maintain its focus on poverty reduction through development projects in the country's poorest regions: In line with the <b>EC's comparative advantage</b>, support will mainly be orientated towards <b>decentralisation and people-empowerment</b>, through <b>capacity-building at community level and greater ownership by the beneficiaries of project initiatives</b>. Sustainable rural development, environmental protection, gender issues and support for land reform will be common concerns for all projects. Accompanying initiatives to encourage sustainable growth in rural areas, such as commercialisation co-operatives and the creation of innovative micro-enterprises, will be explored.<br/>(..)<br/>"Cross-cutting issues: <b>Support to decentralisation process:</b> In support of the on-going decentralisation process, <b>enhancing Local Government Units' capacities</b> to manage their budgets and generate revenues <b>could be a possible niche for EC intervention</b>. It is proposed that this component should strengthen LGUs in areas</p> |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | covered by <b>EC rural development interventions</b> building on their experience and infrastructure as well as contributing to ensure the long term sustainability of those interventions once EC support is withdrawn. (...) "                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <i>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | "Given the extensive experience of the EC in supporting capacity building at the local level through the numerous bilateral development projects in the last decade, strengthening Local Government Units' capacity to deliver services is an area where the EC has considerable comparative advantage. As highlighted in the CSP, the first phase Global Review Mission of 1999 explicitly recommended the continuation of such support and the preliminary findings of the on-going second Global Review Mission has validated this recommendation, in light of the EC's proven track record"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Cooperation before 2002: the current approach to support local democracy and people empowerment through community-based development projects, as a successful EC contribution. <i>This trend should continue by paying even more attention to empowerment of Local Government Units and people's organisations</i> (..)</p> <p>2002-2006: <b>Focal point 1: Assistance to the poorest sectors of society.</b>: support will mainly be orientated towards <b>decentralisation and people-empowerment</b>, through <b>capacity-building at community level</b> and greater <b>ownership by the beneficiaries of project initiatives</b> (..)</p> <p>The type of intervention is characterised by programmes with a number of different interventions designed to reinforce each other and by a strong involvement of <b>People's Organisations, Non Government Organisations (NGOs) and Local Government Units (LGUs)</b> as the prime vehicles for reaching the poor.</p> <p>(..) Rural Development: Decentralised management, at least at regional level (Luzon and Mindanao), should be favoured.</p> <p>(..) Enhancing LGU capacities to generate revenues: Actions foreseen could include: capacity building skills in governance in development planning, finance and budgeting, assistance in identifying alternative revenue raising mechanisms such as privatisation and Build Operate Transfer opportunities</p> |
| Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)                          | <p><i>Partly BS:</i></p> <p>"Cross-cutting issues: Moreover, government capacity building efforts to improve public finance management and <b>support decentralisation</b> will be adequately <b>integrated into sector support.</b>"</p> <p>(..)</p> <p>"Many EU member states requested the EC to intervene in governance, seen as the key problem of the Philippines. Support in improving the tax collection system and the <b>decentralisation process</b> were suggested as much needed intervention areas. Attendees (<i>of the consultation</i>) acknowledged that governance had a low aid absorption capacity and that there was no tool available to guarantee success. They welcomed and encouraged the proposed integration of governance aspects in the <b>SWAP for the health and education sector.</b>"</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Evidence on the type of channels                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                                 | "Project delivery in general ( <i>in the past cooperation period</i> ) has been experiencing some delays in terms of disbursement while project approval overall has been satisfactory. Projects have suffered from the use of bureaucratic procedures and lack of decentralized decision making in both the EC and the GOP. (...) Recent experiences with GoP decentralised management of ECfunded projects are not very encouraging <sup>23</sup> and demonstrate the need to apply strict conditionality if budget support is to be used as a financing instrument and to deploy substantial capacity building efforts. <sup>2</sup> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                                                     | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>A donor matrix exists</b>                                                                                                                            | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | no                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Yes: World Bank, ADB, UNDP, ILO, Australia, Canada, Germany, Japan, The Netherlands, New Zealand, Norway, USA, and others are active in the field of governance relating to institutional reform, <b>support to decentralisation</b> , anti-corruption activities as well as corporate governance.<br>(..)<br><b>Better service delivery and revenue generation:</b> <i>Support to strengthen decentralisation: Municipal Capacity Building – Governance:</i> Supporting interventions that would improve governance and economic development at Local Government Unit (LGU) level would be in line with the Government of the Philippines' priority to enhance the ability of weaker municipalities to attract investment and generate income poorer areas of the country. In this way, the concerned LGUs would reduce their dependence on the |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evidence on coordination or consultative mechanisms</b>                                                            | Yes: Working groups include the World Bank's quarterly Donor Co-ordination Meeting; the National Anti- Poverty Commission (NAPC), the Agrarian Reform Donor Group; the Global fund on Country Coordinating Mechanism ; ODA ; Gender and Development (GAD) Network and the Small Grants Donors Group. Recently, working groups on governance, decentralisation, energy, investment climate, TRTA and anti-money laundering were set up or reactivated. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | <i>Health and education sector is based on decentralisation premises</i>                                                                                                                                                                                                                                                                                                                                                                              | <p><b>"Within Focal Sector 1:</b> Notwithstanding the major improvements in the <b>health sector</b> for the past several years, through internal and external assistance, the health sector in the Philippines remains a serious concern to the Government. Large variations in health status across population groups, income levels and geographic areas persist. There is a discernible geographic inequity, where people living in the rural and isolated. Typical components include: <b>Community Development, Institutional Support to LGUs, Agricultural Development, Agricultural Extension, Marketing, Rural Infrastructure, Micro-enterprise and Credit</b> (micro-finance systems), Agrarian reform, Environmental protection and Land-use Planning communities receive less and lower quality health services compared to the urban and less remote areas. <b>The inequity exists despite the devolution of basic health services to the local government units.</b></p> <p>(..)</p> <p>Within the context of <b>Health Sector Reform Agenda</b>, the EC health sector programme could cover the areas of the health insurance program, <b>capacity building of LGUs for a more effective performance of local health networks</b>, and strengthen health extension programmes. The key goal is to help improve the health status of the populace through greater and more effective coverage of the national health program and at the same time <b>mobilise the LGUs</b> to increase access to health services especially by the poor."</p> |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other relevant information 1</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other relevant information 2</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other relevant information 3</b>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

*The CSP2 contains an annex (annex XI) related specifically to "Decentralisation and Local Governance, p. 57. It contains a 1) situation analysis, 2) Challenges*

## 3.2.15 Country Peru

| Dimension to analyse                                                                        | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Evidence on the importance given by the Government to decentralisation                      | <p>"The Government has accepted that challenge and asked the civil society to participate in strategies of social inclusion and policies to fight poverty, overall goals have been set and some programmes and projects are already in the planning stage but have not been concreted yet.</p> <p>Important GVT goals are related with (a) reduction of chronicle infantile malnutrition, (b) reduction of illiteracy (c) strengthening productive capacities in the southern highlands of the Andes, (d) <b>support to the decentralization process.</b>"</p> <p>"The Peruvian International Cooperation Agency (APCI) has produced two key documents laying down the Peruvian government's guidelines for international cooperation: the National Policy for International Cooperation and the Annual Plan for International Cooperation. Both documents were approved by APCI in June 2006 and ratified by the new government in September.</p> <p>These documents establish four strategic areas in which Non-reimbursable International Cooperation can complement tasks carried out by the Peruvian state: a) Human security, contributing to secure universal access to drinking water and sanitation, as well as eliminating all forms of exclusion and discrimination; b) governance, contributing to a democratic, transparent and efficient state, guaranteeing universal access to justice and <b>assisting the decentralisation process.</b>; c) human development, through universal access to quality education and improved health and nutrition; d) sustainable competitiveness, through the promotion of national competitiveness, appropriate work conditions and abundant work opportunities, sustainable use of natural resources and the protection of the environment, scientific and technological development and the integration of Peru in the world economy."</p> | <p>PERU'S POLICY AGENDA</p> <p>Together with democratic reconstruction, the fight against poverty and social exclusion is at the top of the Government's agenda. President Toledo's government aims to study in greater detail the integration of Peru into a liberalised market economy, but with a "human face" and under the banner of the rule of law. His main lines of action are:</p> <p><i>On an institutional level</i></p> <ul style="list-style-type: none"> <li>- The promotion of Human Rights</li> <li>- The strengthening of State institutions through the reform of the public sector and the modernisation of the system of control of civil servants (revision of the Constitution envisaged).</li> <li>- <b>The decentralisation of the executive (first regional elections envisaged in 2002).</b></li> <li>- Monitoring and strengthening of a strict separation of powers, in particular as regards justice.</li> </ul> |
| Evidence on the progress in the national decentralisation process                           | <p>"<b>State decentralisation</b>, currently one of Peru's main public policies, is considered an irreversible process although there are still many obstacles to be overcome. The current process began in November 2002 with the election of regional governments constituted in January 2003 on the territorial basis of the departments.</p> <p>The new Government of Mr Garcia has undertaken to finalise the process of transferring sectoral functions to the regional Governments by 31 December 2007."</p> <p>"Peru has taken important steps towards normalising the operation of the democratic system, as shown by the increased participation of citizens in decision-making processes, the <b>decentralisation process</b>, promulgation of the Political Party Law, the establishment of institutions such as the ombudsman and greater openness and accessibility of others such as the constitutional court, plus freedom of expression for the press, etc. "</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Evidence on the analysis of the different dimensions of decentralisation and the priorities | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| of the Government in terms of decentralisation process.                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</i> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <i>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</i>                                                          | <p>YES</p> <p>"Decentralisation is faced with numerous practical problems relating to the lack of local capacities of public administration in regions that have always depended on the central government for decisions. The political, cultural and economic divides in Peruvian society continue to generate tension and social conflicts. In this framework, it is worth noting the participative character of the process and the recovery of planning as a management instrument of regional and local development. "</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><i>No although:</i></p> <p><i>"Medium term challenges</i></p> <p>Weaknesses: <b>Opposition of some interest groups to decentralisation</b>, weight of bureaucracy, lack of means and know-how"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                                                                          | <p>"The EC's strategy will be established in areas where the Community has the widest experience and the greatest credibility: aid for the rule of law and strengthening of governability, and support for integrated social development in specific regions, by <b>supporting the decentralisation process in Peru</b>. These two priorities are also those of the Government. The country analysis means that Peru's main problems can be identified and the way in which cooperation can help to resolve them."</p> <p><u>General response strategy</u></p> <p>"European cooperation strategy seeks to contribute an instrument that can provide responses to various concerns. It should: - fit in with the framework policies of the State, in particular the National Agreement and <b>its developments contributing to the processes of State modernisation and decentralisation by means of support for administrative capacity building</b> ;"</p> <p><u>Support for integrated social development in specific regions and strengthening social cohesion</u></p> <p>"In addition to social cohesion, <b>the objective is to support, from the bottom up, Peru's decentralisation process by empowering local players and strengthening their position vis-à-vis the State</b>. The EC will also promote <b>participation by the regional and local authorities, decentralised sectoral bodies and civil society in the design, implementation and follow-up of the projects and actions defined</b>. The purpose of this action is to develop an integrated social development model that takes into account every aspect mentioned here in a coherent and complementary fashion, so as to improve the integrated development of one or more specific geographical areas. "</p> | <p>"Co-funding of NGOs and decentralised co-operation accounts for more than 20% of total EC co-operation and is managed directly from Brussels by means of calls for proposals. During the 1990's an average of 15-20 projects per year were funded. These are influential instruments due to their ability to <b>effectively support civil society</b>."</p> <p>"The projects carried out by the EC all work towards a principal objective: fighting against poverty. In recent years, there has been a sector development in this respect characterised by the reduction in expenditure on economic infrastructures and the increase in contributions as regards social infrastructures connected to the fight against extreme poverty, projects intended to strengthen institutions, <b>decentralisation</b>, democratisation, Human Rights and the productive capacities of Peruvian people. "</p> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                                                                          | <p>Support for integrated social development in specific regions by strengthening social cohesion</p> <p><i>General objectives</i></p> <ul style="list-style-type: none"> <li>- Contribute to poverty and extreme poverty reduction and to improved social cohesion in the targeted area(s)</li> <li>- <b>Contribute to bottom-up implementation of the decentralisation process.</b></li> </ul> <p><i>Specific objectives</i></p> <ul style="list-style-type: none"> <li>- <b>Contribute to bottom-up implementation of the decentralisation process through training for local stakeholders and strengthening their role of partnership with the State;</b></li> <li>- Contribute to integrated development of region(s) selected (...);</li> <li>- Integrate the guidelines resulting from Andean Regional programming, (...).</li> </ul> | <p>X</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>NO</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>"Between 1990 and 2001, co-operation amounted to more than 276 million in terms of payments, which places Peru among the principal beneficiaries of Community cooperation in Latin America. Past and on-going EC co-operation with Peru is mainly made up of the two geographical budget lines created by the ALA regulation: Financial and Technical Co-operation and Economic Co-operation, followed by Food Security. A smaller part of the co-operation budget for Peru comes from the environment, tropical forests, co-funding of NGOs, <b>decentralised co-operation</b>, European Initiative for Human Rights and Democratisation, reproductive health, drugs and humanitarian budget lines"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        | <p>Local stakeholders.<br/>regional and local authorities, decentralised sectoral bodies and civil society</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>"The Commission itself has announced 40 million as a specific support to the objectives of the "A Trabajar" Programme. In fact, the Commission has been the first to negotiate the priorities for co-operation in the framework of this Programme. In this respect, priority will be given by the Commission to the education sector, in particular vocational training, economic infrastructure and <b>strengthening of local capacities</b>"</p> <p><u>"Support to the Rule of Law and institutional reform: (+/- 15%)</u> The following subsectors are being considered: (i) access to justice, (ii) support to the national reconciliation process (iii) <b>strengthening of local capacities</b>"</p> <p><u>"Area of interest 3 – Strengthening of local capacities</u><br/>This is the fourth component of the "A Trabajar" programme and is a good way of <b>providing local authorities with a technical base before they have to deal with the new responsibilities as a result of the decentralization process. The EC will also support the Peruvian International Co-operation Agency in its mandate to strengthen local and regional capacities to plan</b> and identify needs as well as manage international cooperation"</p> |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>                   | <p>Programmes designed to attain these objectives and type of assistance required</p> <p>Cooperation required for this sector can be divided into several points:</p> <ul style="list-style-type: none"> <li>• Modernisation of the State The bodies and/or ministries concerned will receive logistical support and/or technical assistance to improve how they work. Support will also be given for policy formulation with the participation of the APCI, MEF and beneficiary sectors. Help will be given to the NA Secretariat for monitoring,</li> </ul>                                                                                                                                                                                                                                                                                | <p>X</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         | development and updating of the consensus achieved on the decentralisation process (regional governance agreements) and to improve its capacity to guarantee and oversee (using appropriate indicators) compliance with the consensus achieved and resultant sectoral policies                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)                                        | X                                                                                                                                                                                                                                                                                                                                                                                                                                                             | X                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Evidence on support to decentralisation through GBS                                                                                                     | X                                                                                                                                                                                                                                                                                                                                                                                                                                                             | X                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Evidence on Lessons learnt from past cooperation                                                                                                        | X                                                                                                                                                                                                                                                                                                                                                                                                                                                             | X                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <i>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</i> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                            | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Evidence related to the analysis of other donors support to decentralisation                                                                            | X                                                                                                                                                                                                                                                                                                                                                                                                                                                             | - France will contribute with 25 million (debt swaps and investments), 1,1 million to the Reconstruction Programme of Moquegua, and <b>actions of administrative co-operation in the sector of decentralisation</b> and institutional reform<br>- The World Bank is preparing a loan programme (around USD 350 million for 2002) foreseeing a long-term employment strategy as well as the <b>modernisation of the State and decentralisation</b> |
| Evidence related to specific coordination mechanisms with EU MS exists                                                                                  | X                                                                                                                                                                                                                                                                                                                                                                                                                                                             | X                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <i>A donor matrix exists</i>                                                                                                                            | MAYBE IN THE ANNEXES                                                                                                                                                                                                                                                                                                                                                                                                                                          | YES                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <i>A donor matrix explicitly mentioning decentralisation exists (yes/no)</i>                                                                            | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                            | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Evidence on coordination or consultative mechanisms                                                                                                     | "The European Commission maintains <b>close relations with the other bilateral and multilateral donors of reimbursable and non-reimbursable aid</b> . With the UNDP, for example, work was undertaken jointly on projects related to the CVR. The EC also encourages coordination and information exchange with donors that implement projects in the same sectors.<br>In this respect it's necessary to refer to the governance group, along with <b>the</b> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| Dimension to analyse                                                                                                         | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | First period |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                                                                                                                              | <p><b>working groups on decentralisation</b>, Justice and Human Rights, as a coordination area open to non-European donors and multilateral organisations that carry out important work."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |              |
| <p><b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |
| <p><b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b></p>            | <p><u>Environment</u><br/>           "For the last few years Peru has made efforts to strengthen effective management of the environment, whose last stages have been the establishment of the National Environmental Management System and approval of the General Environment Law (Law 28611/2005). These measures seek to reduce the continuing fragmentation, centralisation and poor performance by national environmental authorities. This calls for an intervention to support environmental protection and sustainable use of natural resources in certain geographic areas and a <b>decentralised implementation framework. Based on the principle of subsidiarity, support is considered essential for the local populations in matters relating to their management of natural resources</b>, such as water management and quality, river basin management and reforestation, solid waste, co-administration of protected areas and dealing with environmental contamination issues and damage caused by economic activities, especially mining and the use of hydrocarbons. An environmental impact study could be undertaken in the project area if necessary. "</p> <p><u>Alternative development</u><br/>           "In keeping with the general EU drugs policy, a human and social development concept will be applied, <b>in close collaboration with regional and local authorities and civil organisations</b>. Some of the major elements to form part of an alternative development programme would include: <b>support for decentralisation efforts; delegation of management capacity</b>; an integrated approach to the problem; a national and regional perspective; and support by Peru for the Andean alternative development strategy (CADA), enlisting the participation of the Andean Community"</p> |              |
| <p><b>5. Other relevant information</b></p>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |
| <p><b>Other relevant information 1</b></p>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |
| <p><b>Other relevant information 2</b></p>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |
| <p><b>Other relevant information 3</b></p>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |

### 3.2.16 Country Rwanda

| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Context analysis</b></p> <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p><i>(The decentralisation process is a key element to foster reconciliation. The Government reformed administrative structures, in order to increase capacity and accelerate the transfer of responsibility and resources. The EC-financed Ubudehe programme aims at developing genuine participatory democracy from the bottom up)</i></p> <p><b>“Rwanda’s development strategy is based on Vision 2020 and the PRSP.</b> These documents identify poverty reduction, national unity and reconciliation as the Government’s core objectives. The Government’s vision of modernising the economy through the transformation of agriculture and the growth of manufacturing and service industries (all of which relies on a better educated and healthier population) is central to the achievement of these objectives. <b>Further, the redesign of governance in Rwanda, through the new constitution and accelerated decentralisation, is a vital element.”</b></p> <p><b>“The acceleration of the decentralisation process is intended in part to reverse the traditional centralisation of power in Rwanda and thereby foster reconciliation.</b> Ubudehe is a crucial aspect of this as it has the potential to develop genuine <b>participatory democracy from the bottom up.</b>”</p> <p>“After a <b>review of the implementation of the decentralisation process since 2001</b>, the Government embarked on a reform of administrative structures, with the objective of <b>increasing capacity and accelerating the transfer of responsibility and resources. The reforms are expected to have a significant impact on the effectiveness of decentralisation from 2006</b>, particularly in terms of service delivery in rural areas. The Common Development Fund (CDF) is the key tool for providing resources for local (and locally prioritised) infrastructure, which is a crucial driving force of rural development. A number of development partners are supporting decentralised development through the CDF and most of them are considering moving from traditional project support to development budget support for districts. “</p> <p>“The reform of local government in 2005 is expected to lead to <b>more effective rural development from 2006. Districts and sectors will benefit from increased capacity, responsibility and resources to provide services to rural populations.</b> Resources used for the implementation of district development plans have increased as disbursements from the Common Development Fund have accelerated. The EC-financed Ubudehe programme has been rolled out nationwide, with the objectives of strengthening community level planning and dialogue and providing resources directly to the grassroots.”</p> | <p><i>(The decentralisation process is a key element to foster reconciliation.)</i></p> <p>« Le génocide a été à l'origine de la plupart des problèmes sociaux, politiques et économiques. L'infrastructure économique, sociale et institutionnelle du pays a été détruite et ainsi que ses ressources humaines anéanties (tuées, emprisonnées ou exilées). Les mouvements des réfugiés et de déplacés internes ont affecté environ 40% de la population. <b>La réconciliation nationale revêt, aujourd’hui, un caractère stratégique pour le Rwanda. Pour y parvenir, le Rwanda doit mener à terme le processus en cours de transition vers la démocratie, de décentralisation</b>, d’élaboration des stratégies de développement à long terme, de justice du génocide (plus de 100 000 personnes sont accusées de participation au génocide), de démobilisation, de réinsertion des ex-combattants, etc. ».</p> |

| Dimension to analyse                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the progress in the national decentralisation process</b></p> | <p><i>(The process of decentralisation has been launched in 2000 in order to improve service delivery, accountability, and citizen participation. Accelerated decentralisation has strengthened service delivery and resources available to local governments have increased substantially.)</i></p> <p><b>“The Government launched a process of decentralisation in 2000 in order to improve service delivery, accountability, and citizen participation.</b> After a review of progress in 2005, Government <b>reformed the structure of local government to reinforce decentralisation, placing responsibility for service delivery primarily at district level.</b> The reform, effective from January 2006, has seen the number of districts reduced from 106 to 30. <b>Resources available to local governments have increased substantially,</b> with many central government staff transferred to district level, and a substantial increase in financial transfers to districts (increasing from less than 5 per cent in 2005 to around 20 per cent in 2006).”</p> <p>“In early 2006, the President launched the preparation process for the second generation PRSP — <b>the Economic Development and Poverty Reduction Strategy (EDPRS),</b> which was finalised and it was adopted by Cabinet in September 2007. As its title suggests, this revised strategy is to place more emphasis on economic development issues, particularly as regards infrastructure (transport, energy), private sector development (trade, credit and employment) and growth (agricultural transformation, investment and export promotion). Although these issues were prioritised in the original PRSP, there is a broad consensus that they were not adequately addressed during its implementation. <b>With the reform of local government in 2005/6, the implementation of the EDPRS (particularly in terms of service delivery) is expected to be handled largely at decentralised levels.</b> (...) In terms of poverty reduction, particularly as regards the social aspects, a coherent policy and strategy framework has been put in place to meet the MDGs in key areas. <b>Accelerated decentralisation has strengthened service delivery and the effectiveness of increased public expenditure.</b>”</p> | <p><i>(the decentralisation process aims at transferring capacities, responsibilities and resources to local administrations. Non state actors have a key role in supporting the decentralization process.)</i></p> <p><b>« La politique et la Loi de décentralisation entraîneront à terme le transfert de compétences, responsabilités et ressources aux administrations locales.</b> L'organisation administrative du Rwanda est basée sur 12 provinces, 106 districts, 1550 secteurs et 9218 cellules. Suite aux élections locales, les Comités de Développement Communautaire (CDC), en charge de mobiliser les populations dans l'identification, la mise en œuvre et l'exécution d'actions de développement, ont été mis en place dans les cellules, secteurs et districts. <b>La politique de décentralisation, à la base de la politique de développement communautaire, introduit des principes de décentralisation budgétaire et fiscale en faveur des districts. Cette décentralisation doit démarrer progressivement en 2002.</b> Le fonctionnement des districts et la mise en œuvre de leurs plans de développement seront financés par des transferts du budget de l'Etat. Un Fonds de Développement Communautaire (FDC) sera, ainsi, mis en place. A terme, un impôt sur la propriété sera créé au niveau des districts et une partie de la T.V.A. et certaines taxes du gouvernement central leur seront transférées.</p> <p>Une initiative complémentaire (l'approche "Ubudehe mu kurwanya ubukene" pour l'identification et exécution des projets d'intérêt communautaire) vise à renforcer le rôle des Cellules dans l'élaboration des plans de développement des districts, financés par le FDC. Le PRSP prévoit cependant d'octroyer une allocation de 1.000 USD par cellule et par an pendant au moins deux ans pour la mise en œuvre de l'approche « Ubudehe ». Une clarification quant à la source de ce financement (qui représenterait environ 5% des recettes de l'Etat) et aux interactions entre ces différentes approches est nécessaire. <b>Même si la définition de tous les aspects et des toutes les modalités pratiques des politiques de décentralisation et de développement communautaire doivent être complétés, il s'agit d'une évolution très encourageante.</b> En effet, cette initiative est susceptible de contribuer à enraciner la démocratie dans la population, à renforcer les capacités de celle-ci dans la planification et l'exécution des actions de développement, à consolider les CDC élus et, plus généralement, les concepts d'administration locale, de responsabilité et de transparence.</p> <p><b>« Selon la Loi, la fonction principale des ONG est de “soutenir la politique et les efforts du gouvernement en matière de développement durable” et plus particulièrement la politique de décentralisation.</b> Le pouvoir de supervision des gouvernements locaux sur le travail des ONG est très important. (...) <b>Une harmonisation avec la politique de décentralisation pourrait s'avérer opportune, compte tenu que cette dernière devrait permettre à la société civile, à condition qu'elle se mobilise et voit ses capacités renforcées, de participer plus activement au processus de décision et de développement du pays.»</b></p> |
| <p><b>Evidence on the analysis of the different dimensions of</b></p>           | <p><i>(Decentralisation is also targeted by the government sector policies such as in education and environment.)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>-</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Dimension to analyse                                                                                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>decentralisation and the priorities of the Government in terms of decentralisation process.</b></p>                                                                              | <p><i>In the education sector</i><br/>           “Responsibility for primary and secondary education service delivery has been decentralised to district level. “</p> <p><i>In the environment sector</i><br/> <b>“The institutional responsibility for the management of the environment and natural resources is shared by several ministries (MINITERE, MINAGRI, and MINALOC), decentralized entities (Districts and Sectors), public institutions (REMA), local and international nongovernmental organizations (NGOs) and research and higher education institutions. With the 2006 administrative reform, each district now has an officer in charge of environment.”</b><br/>           “A Country Environmental Profile (CEP) for Rwanda was finalised in June 2006. This study, funded by the European Commission, builds on Rwanda’s National Environment Policy developed in 2003 and on the country’s long-term environmental strategy as developed in Vision 2020.<br/>           The following recommendations are made: (i) <b>integrating environmental issues into the EPRS and increasing capacity at the decentralised levels.”</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b><i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</i></b></p> | <p>NO</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><i>YES- the CSP provides a detailed analysis of the institutional set up at local level created to support the implementation of decentralisation policies.</i></p> <p><b>“(*) Un dispositif institutionnel très important a été mis en place au niveau local pour assurer la mise en œuvre effective des politiques (de décentralisation). Il s’agit des Comités de Développement Communautaire (CDC) aux niveaux de la Cellule, le Secteur et le District, opérationnels depuis les processus électoraux locaux de 1999 et 2001. Leurs rôles respectifs peuvent être synthétisés comme suit :</b></p> <p><b>Les CDC Cellule et Secteur</b>, chacun dans son domaine de compétence géographique (il y a environ 1550 Secteurs pour 10.000 Cellules) aident la population, selon une approche participative, à identifier les besoins, à prioriser les problèmes, à animer l’élaboration des plans de développement qui seront transmis au niveau supérieur (de la Cellule au Secteur ou de celui-ci au District). Ils initient et coordonnent les projets de développement à l’envergure de la Cellule ou du Secteur et supervisent l’utilisation des fonds qui leur sont alloués.</p> <p><b>Le CDC District ou ville</b> (au total 106) rédige, avec l’appui de techniciens, les plans de développement au niveau du district à partir des besoins et des plans exprimés par les secteurs. Il fixe les budgets de développement et de fonctionnement au niveau du district et établit un programme de financement des projets de développement des Cellules, Secteurs et du district même. Il rend compte aux différents partenaires (Gouvernement Central ou bailleurs) de l’état financier du +Fonds de Développement Communautaire, ainsi que de l’état de mise en œuvre des différents projets.</p> <p><b>Le financement de la décentralisation se fera à travers la décentralisation fiscale et à travers des transferts de l’Etat vers les districts.</b> Le système prévoit également la mise en place de mécanismes de contrôle et de gestion budgétaire renforcés (audit et inspection des collectivités, renforcement des systèmes de</p> |

| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>comptabilité, accès du public à l'information financière des entités locales). La décentralisation fiscale est fondée sur l'élargissement de la base des ressources propres de la collectivité locale en créant un mécanisme de partage des produits de l'impôt ou une surtaxe (ex : sur la TVA), en donnant plus de pouvoir aux districts en ce qui concerne l'établissement des taux d'imposition pour les impôts, licences et redevances au niveau local, en créant un impôt foncier et enfin en donnant aux collectivités le pouvoir de recouvrer les impôts. Les transferts de l'Etat vers les districts viseront d'une part la création d'un Fonds de Développement Communautaire pour le financement des investissements du district dans le cadre des Plans de Développement et de l'autre le fonctionnement courant des districts en tant qu'institutions. Les montants prévus représenteront respectivement 10% et 1,5% des recettes de l'Etat. Ces transferts devraient devenir opérationnels dès l'année budgétaire 2002, mais le volume financier transféré serait moindre cette première année. Dans le long terme, le système de financement pourrait inclure une certaine forme de recours à l'emprunt qui permettra aux collectivités locales d'avoir accès à des ressources satisfaisantes pour les investissements.</p> <p><b>La stratégie de réponse prend en compte pleinement cet ensemble de principes d'ordre institutionnel et financier et va s'insérer dans le processus de mise en œuvre progressive du système. »</b></p> |
| <p><b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b></p> | <p><i>YES-The CSP identifies specific needs of the country: the support to rural development should be channelled at decentralised level, moving to a SBS.</i></p> <p>“Rwanda requires more targeted support in priority domains where there was insufficient progress during PRSP I implementation. Rural development is the central poverty reduction challenge in Rwanda. Insufficient progress has been made, but a clearer policy, strategy and institutional framework is emerging. <b>Support for agriculture, rural infrastructure and off-farm employment should increasingly be channelled through local governments, moving to a sector budget support approach as policies, strategies and institutions become sufficiently robust.</b>”</p>                                                                                                                                                                                                               | <p><i>YES- The CSP identifies country specific challenges: decentralisation policies should be harmonised with policies supporting civil society participation</i></p> <p><b>« En ce qui concerne la décentralisation, les progrès sont très encourageants. Néanmoins, une harmonisation entre les politiques de décentralisation et celles visant à renforcer la participation de la société civile pourraient augmenter la liberté et la participation des ONG, encore trop limitée à l'heure actuelle. »</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>2. The EC response strategy</b></p>                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                        | <p><i>(The areas of intervention for EC cooperation for the period 2008-2013 include decentralisation as a key element within the focal sector rural development. The EC financed Decentralized Programme for Rural Poverty Reduction is supporting the decentralization process in the rural development sector.)</i></p> <p>“Rwanda's PRSP process (the EDPRS) will be supported with general budget support linked to macroeconomic performance, public financial management and progress in social sectors (health, education). Apart from general budget support, the first focal sector will provide support for rural development and the second focal sector will support infrastructure for regional interconnectivity.”</p> <p><i>Focal sector I: Rural development</i></p> <p>“ The initiatives financed by the EC in the rural development sector include <b>support to the decentralization process through the Decentralized Programme for Rural</b></p> | <p><i>(The areas of intervention for EC cooperation for the period 2001-2007 include decentralisation as a key element within the focal sector rural development and within the social sectors through the macroeconomic support)</i></p> <p>« Les ressources financières que la Communauté envisage de mettre à disposition du Rwanda pour la période 2001-2007, s'élèvent à 124 millions d'euros pour l'allocation A et de 62 millions d'euros pour l'allocation B. Les secteurs de concentration ont été choisis en fonction des priorités stratégiques du Gouvernement et des stratégies des autres bailleurs. <b>Environ 50% de l'enveloppe A sera destiné au développement rural, avec un accent particulier sur le renforcement des structures décentralisées et locales</b> et la recapitalisation du monde rural (relance de la production, réhabilitation et création d'infrastructures). (...)»</p> <p><i>Secteur de concentration : le développement rural</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



| Dimension to analyse                                          | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                               | <p><b>Poverty Reduction</b> (DPRPR – this programme includes resources for the Ubudehe process), substantial financing for the development of the rural roads network and implementation of other rural interventions linked to water and sanitation, land reform and the environment.” (...)</p> <p>“The <b>overall objective</b> of EC cooperation in the rural development domain, mainly supported by sector budget support and project support, is poverty reduction through improved food security and increased agricultural productivity and developing an environment conducive for rural economic development, <b>in the context of sustainable development and decentralisation.</b></p> <p>The <b>specific objectives will be met largely through interventions at local government level.</b>” (...)</p> <p>“The main sectoral policy measures <b>to be taken by the Government</b> to support the implementation of the response strategy in this field are:</p> <p><b>Continuing the programme of decentralisation</b>, including:</p> <ul style="list-style-type: none"> <li>- developing a Rwanda Strategic Framework for Decentralisation (RSFD)</li> <li>- revising the Decentralisation Implementation Plan (DIP)</li> <li>- putting in place sufficient staff at district level, particularly for economic development</li> <li>- formulating a capacity-building strategy for local governments</li> <li>- clarifying the framework for decentralisation of responsibility for rural economic development</li> <li>- strengthening financial management at local government level</li> <li>- ensuring responsibilities and adequate resources are transferred to local governments.”</li> </ul> | <p><b>« Un élément essentiel de la stratégie est constitué par l'appui aux entités décentralisées, qui jouent un rôle clé dans la conception et dans la mise en œuvre des plans de développement dans le cadre des politiques de décentralisation et de développement communautaire.</b> Ces plans de développement pourront contribuer au processus de réconciliation nationale et au renforcement de la solidarité dans la mesure où les spécificités de certains groupes seront prises en compte (personnes vulnérables, groupes marginaux comme les twa, démobilisés à réintégrer, coupables dans le cadre des processus gacaca condamnés à des travaux d'intérêt général, ex-prisonniers déclarés innocents ou libérés). Les Comités de Développement Communautaire (CDC) des cellules, des secteurs et des districts impliqueront les populations dans le processus de développement. Des Plans de Développement au niveau du district bénéficieront du financement du Fonds de Développement Communautaire, constitué d'une contribution du Budget de l'Etat, ainsi que des financements des donateurs, qui soutiennent depuis quelques années déjà des projets gérés directement par les élus locaux qui contribuent à l'apprentissage par les communautés de mécanismes garantissant la bonne gouvernance. <b>Sur la base de ces expériences, des ressources financières et un appui technique seront progressivement mis à disposition de ces structures afin de consolider ce nouveau modèle de développement, décentralisé et participatif, de renforcer la légitimité et capacité de gestion des pouvoirs locaux, et enfin de développer des nouveaux espaces de concertation. D'autre part, les capacités du Ministère de l'Administration Locale et des Affaires Sociales, que des Ministères Techniques, seront renforcées afin qu'ils soient en mesure de développer des instruments de formation et d'information en faveur des entités décentralisées.</b> »</p> <p><i>Appui macro-économique</i></p> <p>« La Communauté continuera d'apporter son appui au programme de réformes économiques du Gouvernement, dont l'objectif est la réduction de la pauvreté et la promotion de la réconciliation nationale et l'intégration de tous les rwandais. L'appui communautaire contribuera à la mise en œuvre de mesures visant à favoriser</p> <ul style="list-style-type: none"> <li>– un accès équitable aux services sociaux de base et leur amélioration,</li> <li>– la consolidation des progrès dans le contexte de la justice du génocide</li> <li>– la mise en œuvre des programmes de démobilisation et de réinsertion</li> <li>– le bon déroulement du processus de transition vers la démocratie</li> <li>– la traduction dans le Budget de l'Etat et dans les instruments de programmation budgétaire de l'ensemble de mesures de politique sectorielle nécessaires pour la viabilité de la stratégie de réponse ainsi que pour la matérialisation des objectifs de réduction de la pauvreté</li> <li>– <b>l'amélioration de la gestion budgétaire et du fonctionnement de la chaîne de dépenses publiques aux niveaux central et décentralisé, y compris par le renforcement des mécanismes d'audit et de contrôle.</b> »</li> </ul> |
| <p><b>Type of objectives pursued by the EC support to</b></p> | <p><i>(The decentralisation process, including Ubudehe, aims at supporting good governance and effective democracy, in order to foster reconciliation and peace.)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><i>(The EC cooperation aims at supporting the decentralisation process in order to reinforce civil society and community participation.)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>decentralisation</b>                                                                                                                                 | <p><b>“The strengthening of the decentralisation process, including through Ubudehe, is an important aspect of good governance and effective democracy.</b> Rural economic development will encourage Rwandans to produce for export, and thereby strengthen regional integration. Increasing rural incomes will help to foster reconciliation and therefore continued peace”.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>« <b>L’objectif de la politique de la décentralisation est d’amener la population locale à participer dans l’initiation, la préparation, l’exécution et la surveillance des décisions et des plans qui la concernent.</b> Les capacités de planification économique et de gestion durable aux niveaux locaux seront développées. La responsabilité, la transparence, l’efficacité et l’efficacité seront renforcées en déplaçant la responsabilité de la planification et de la gestion du gouvernement central au point où les besoins sont ressentis et où les services sont fournis. <b>La politique de décentralisation se traduira dans le transfert du pouvoir décision et des ressources du Gouvernement central à l’administration décentralisée (district) et aux niveaux inférieurs (secteur, cellule).</b></p> <p><b>Dans ce cadre, la politique de développement communautaire vise à enracer la politique nationale de décentralisation en proposant les moyens d’assurer la participation effective et durable de la communauté à son développement axé sur la réduction de la pauvreté. Les principes de la politique de développement communautaire sont de privilégier, tout en respectant les principes participatifs, les investissements dans des projets intéressant un plus grand public, générateurs de revenus et d’emplois.</b> Une priorité devrait être accordée aux secteurs primaires (agriculture, élevage,...) pour la production et par la suite privilégier les secteurs qui les désengorgent (commerce, transport, artisanat et industrie,...). Très peu de gratuité devrait intervenir pour des projets individuels ou des groupes communautaires de base. La gratuité est acceptable pour les groupes actuellement vulnérables mais sous forme de coup de pouce pour les aider à sortir de la vulnérabilité. La gestion des projets d’envergure nationale (routes nationales, aéroport,...) doit être assurée au niveau du gouvernement central, mais tous les autres projets devraient être gérés, supervisés et audités au niveau des gouvernements locaux. Même dans ces projets d’envergure nationale, les gouvernements locaux concernés devraient être impliqués et des contrats de collaboration envisagés pour impliquer la population locale et s’assurer ainsi de la durabilité des actions entreprises. (*) »</p> |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>YES- <i>EC cooperation in the rural development domain has accelerated in recent years, with the implementation of the 9th EDF DPRPR supporting the CDF and the Ubudehe process. In the context of increasing budget support (both general and sector), the EC will promote the furthering of a constructive dialogue between NSAs and the government.</i></p> <p><b>“EC cooperation in the rural development domain has accelerated in recent years, as the 9th EDF Decentralised Programme for Rural Poverty Reduction (DPRPR) has been implemented, supporting the CDF and the Ubudehe process.</b> In addition, the STABEX programme has provided resources for the coffee and tea sectors. Absorption capacity has been a major issue with these programmes, both because of weak Government capacity in these areas and the complexity of the programmes themselves. <b>This underlines the importance of capacity building and of programmes aligned to existing Government systems.”</b></p> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  | <p><i>Role of non-state actors</i></p> <p>“The role of non-state actors (NSAs) is crucial to the implementation of the EDPRS, and the country strategy will provide support to NSAs across the different domains of intervention. <b>In the context of increasing budget support (both general and sector), the role of NSAs in the 10th EDF will evolve. The Commission will promote the furthering of a constructive dialogue between NSAs and the government.</b> Across the domains, the key areas where NSAs can bring added value are:</p> <p>(...)</p> <p>- Monitoring : NSAs can provide a useful channel for information from grassroots level directly to central government and the donor community, providing an alternative viewpoint or “reality check” for governmental monitoring systems. This is particularly useful in the context of decentralisation and rural development, where local governments will be under pressure to report rapid results and also in the context of international commitments taken by the Rwanda Government (e.g. implementation of UN Conventions). Specialised NSAs can also provide monitoring of the environmental and social impacts of infrastructure projects.”</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p> | <p><i>Support to Non State Actors and Local Authorities</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><i>Support to NSAs and technical support to local governments</i></p> <p><i>(Dans le cadre du <u>Programme de développement communautaire</u>, il est prévu) :</i></p> <p>« <b>l'appui technique aux entités décentralisées et aux Ministères de tutelle et techniques</b> et l'appui à la mise en œuvre de programmes locaux de développement, en soutenant des activités liées à la production ainsi que la réhabilitation ou la création d'infrastructures communautaires, sociocollectives et économiques. Ce programme pourrait inclure également une contribution à la structuration du système de crédit rural. »</p> <p><i>(Dans le cadre du <u>Programme d'Appui à la Sécurité Alimentaire (PASAR)</u>, il est entre autres prévu) :</i></p> <p>« <b>l'appui aux services décentralisés du Ministère de l'Agriculture</b> dans le cadre de la gestion de la relance agricole. »</p>                                                                                            |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>            | <p><i>(EC-financed interventions may be provided using a project approach in a first transitional phase, in order to move to a sector budget support approach.)</i></p> <p>“The bulk of EC-financed interventions will be provided as financial support for the implementation of the economic development aspects of local government development plans. <b>This will eventually be provided using sector budget support. In a first transitional phase, however, a project approach may be adopted</b>, providing resources to local governments through the Common Development Fund and supervised targeted projects. <b>This will include support for the Ubudehe programme of support for communities, which started under the 9th EDF. The transition to a sector budget support approach will depend on the state of progress of the decentralisation process, and the capacity of local actors to implement planned actions and account for expenditure.</b></p>                                                                                                                                                                                                                                                   | <p><i>(EC-financed interventions supporting decentralised entities and community participation are provided through project/programme approach)</i></p> <p>« La première phase du <b>Projet Infrastructures Sociales</b> a privilégié la gestion directe des projets par les élus locaux, dans les secteurs économique et social, dans le cadre d'un partenariat conclu entre les Comités de Développement Communautaire (CDC) de 16 communes rurales et le projet. Une enveloppe globale équivalent à environ 75.000 euro à chacun des 16 CDC pour mener des actions en faveur des populations les plus vulnérables et de relance économique en milieu rural défavorisé y compris un volet micro-crédit pour favoriser l'émergence d'institutions financières décentralisées. Une Cellule de Suivi au sein du Ministère de l'Administration Locale, constituée d'experts rwandais et appuyée par une Assistance Technique expatriée, a accompagné les élus des CDC dans l'exercice de</p> |

| Dimension to analyse                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                         | <p>Disbursements of sector budget support will be linked to performance in the implementation of District Development Plans and increases in central government transfers to local governments for economic development activities in line with the above specific objectives.</p> <p>(...) In order to ensure the effectiveness of the Commission's interventions, the Government will continue its <b>programme of decentralisation</b>, including by putting in place sufficient staff at district level, formulating a capacity-building strategy, clarifying the framework for decentralisation of responsibility for rural economic development, and strengthening financial management at local government level."</p> | <p>leurs fonctions, à travers des actions de formation, d'appui conseil et d'audit, aux différents niveaux de l'administration communale (cellule, secteur et commune). <b>Une deuxième phase du Projet est en cours afin de renforcer les ressources budgétaires des entités décentralisées en vue de financer leurs programmes d'actions en milieu rural dans les domaines de la relance économique, de l'action sociale et des petites infrastructures et d'apporter un soutien limité au fonctionnement des entités décentralisées</b>, tout en poursuivant le financement de la Cellule de Suivi au sein du Ministère de l'Administration Locale, de la composante micro-crédit à développer auprès des institutions financières décentralisées, de l'équipement logistique des CDC et du renforcement des capacités des élus et des opérateurs de crédit</p> <p>Les <b>Programmes de Micro réalisation</b> quant à eux visent à satisfaire les besoins sociaux des collectivités exprimés par des groupements à la base, qui contribuent (en espèces ou en nature) à la réalisation du projet et à la prise en charge ultérieure de l'intervention. <b>Ces interventions ont contribué au renforcement de la capacité des collectivités à identifier, planifier, négocier, décider et réaliser, en relation avec les institutions locales, leurs actions de développement collectif, au renforcement des capacités d'appropriation et de gestion des bénéficiaires</b> afin que la réalisation ait un impact durable sur la vie sociale du milieu, à l'amélioration, par la dotation de services appropriés, des conditions de vie de la population rwandaise. Les principaux domaines d'activité ont été les suivants : Initiatives productrices (Lignes de micro crédit en appui à des opérateurs de crédit opérationnels), Services Communautaires (Hydraulique rurale, Assainissement, Irrigation, Aménagement de marais, Boisement, Conservation des sols, Pépinières), Petites infrastructures sociales (Logements à des groupes vulnérables, Santé de base, Education de base, Logement pour personnel sanitaire et enseignant, Culture), Petites infrastructures routières (Pistes, Ponts, Protection de ravines et rivières), Petites infrastructures économiques (Marchés ruraux, Abattoirs, Hangars, Silos, Activités de transformation). »</p> |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on support to decentralisation through GBS</b>                                                              | <p><i>(In general, EC support will be provided through SBS where possible.)</i></p> <p>"Interventions will be marked by an increasing amount of aid being delivered through sector budget support where possible, with accompanying measures for capacity building and institutional development so as to increase absorptive capacity. Support will be provided for decentralisation and rural development activities at district level."</p>                                                                                                                                                                                                                                                                                | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>The EC response strategy section of the CSP contain</b>                                                              | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <i>(The response strategy of the EC has been elaborated in close dialogue and cooperation with the government.)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Dimension to analyse                                                                                | Second period                                                                                                                                                                                                                                                                                                                                                                                                                        | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>explicit evidence on the alignment of the EC support to Government priorities and procedures</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                      | « Le choix des secteurs d'intervention (développement rural et appui macroéconomique) ainsi que des instruments de mise en œuvre de la coopération ( <b>entités créées dans le cadre du processus de décentralisation</b> ) s'insère dans ces prévisions de programmation du Gouvernement. <b>D'autre part, le dialogue avec le Gouvernement tout au long du processus d'élaboration de la stratégie de réponse</b> a contribué à enrichir le processus de formulation des d'indicateurs de suivi et de performance dans des domaines qui sont au centre du dialogue politique entre l'Union et le Rwanda et qui, tout en étant susceptibles de contribuer à mesurer l'impact de la politique et des actions de développement, n'avaient pas encore été pris en compte de façon spécifique dans le processus d'élaboration du Document de Stratégie de Réduction de la Pauvreté. »                                                                                                                                                       |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                 | <p>(The Netherlands and Germany are donors supporting decentralisation).</p> <p>- <b>The Netherlands programme</b> (largely implemented through projects) is centred on decentralisation, rural development, and governance.</p> <p>- <b>German cooperation</b>, currently at around €10m per year (health, decentralisation, private sector development, governance), is set to increase and to include general budget support.</p> | <p>(The Netherlands, the World Bank and IFAD are donors supporting decentralisation).</p> <p>- « <b>Pays Bas</b> : Les activités conduites par les Pays-Bas concernent principalement l'agriculture avec de petites interventions dans les domaines de la santé et de la formation professionnelle. <b>La caractéristique de l'approche choisie est décentralisée, les interventions se font au plus près des collectivités locales.</b> »</p> <p>- « <b>Banque mondiale</b> : (...) D'autres accords de prêt sont en cours de négociation, ils concernent les infrastructures urbaines, la <b>décentralisation</b>, l'énergie, la santé, les routes, la gestion du PRSP et des actions prévues au PRSP dans les domaines de l'eau, de la santé et de l'éducation. »</p> <p>- « <b>IFAD</b> : Il n'y a pas d'accord en cours mais trois accords de prêt sont en négociation. Il s'agit de projets en agriculture (18,5 M€), de <b>développement des entités décentralisées</b> (12,7 M€) et du développement des PME/PMI (5,7 M€). »</p> |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                       | -                                                                                                                                                                                                                                                                                                                                                                                                                                    | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>A donor matrix exists</b>                                                                        | YES                                                                                                                                                                                                                                                                                                                                                                                                                                  | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                        | NO                                                                                                                                                                                                                                                                                                                                                                                                                                   | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Evidence on coordination or consultative mechanisms</b>                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                    | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Dimension to analyse                                                                                | Second period | First period |
|-----------------------------------------------------------------------------------------------------|---------------|--------------|
| management, transport)                                                                              |               |              |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors | -             | -            |
| 5. Other relevant information                                                                       |               |              |
| Other relevant information 1                                                                        |               |              |
| Other relevant information 2                                                                        |               |              |
| Other relevant information 3                                                                        |               |              |

## 3.2.17 Country Senegal

| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Context analysis</b></p> <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p><i>(The PNBG programme aims at improving local governance) :</i></p> <p>« Le document stratégique de réduction de la pauvreté (DSRP) retient la bonne gouvernance et le <b>développement décentralisé et participatif comme un de ses quatre axes prioritaires</b>. Le programme national de bonne gouvernance (PNBG), lancé en janvier 2003, se fixe pour objectifs <b>l'amélioration de la qualité du service public, la promotion de la gouvernance économique, locale et judiciaire, l'amélioration de la qualité du travail parlementaire et le développement des NTIC.</b> »</p> <p><i>(Decentralisation is part of the priorities of DRSP II) :</i></p> <p>« <b>La bonne gouvernance (4e axe) se voit reconnaître dans le DSRP II un rôle majeur dans la lutte contre la pauvreté.</b> Sont visés l'amélioration de la qualité du service public et la gouvernance économique, la gouvernance judiciaire, <b>la décentralisation</b> et l'aménagement du territoire et enfin la promotion du dialogue social. »</p>                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><i>(Government strategic orientations towards decentralisation)</i></p> <p>« Les orientations stratégiques en matière de bonne gouvernance définies par le gouvernement du Sénégal sont contenues dans le <b>Programme National de Bonne Gouvernance (PNBG)</b> actuellement en cours de finalisation. Les différentes composantes du programme sont les suivantes : (i) l'amélioration de la qualité du service public; (ii) la promotion de la gouvernance économique; (iii) <b>la promotion de la gouvernance locale</b>; (iv) la promotion de la gouvernance judiciaire; (iv) l'amélioration de la qualité du travail parlementaire; (v) le développement des Nouvelles Technologie de l'Information et de la Communication (NTIC). »</p> <p>« Pour le <b>Dixième Plan</b> d'orientation économique et sociale (2002-2006), il s'agit de: (i) promouvoir la bonne gouvernance et renforcer l'Etat de droit, (ii) <b>renforcer le développement local par l'approfondissement de la décentralisation et de la gouvernance locale</b>, (iii) - (viii) (...) »</p> <p>Ce programme s'appuiera sur les lignes d'actions suivantes : (i) <b>l'approfondissement de la réforme administrative à travers, d'une part, la rationalisation du cadre organisationnel et institutionnel, et d'autre part, la mise en place d'une fonction publique de qualité; (iii) une gestion de proximité des problèmes des populations à travers l'approfondissement de la gouvernance locale; (ii)- (iv)- (v) (...) »</b></p>                         |
| <p><b>Evidence on the progress in the national decentralisation process</b></p>                                        | <p><i>(The competences of local authorities have been reinforced through the decentralisation laws of 1996. The PNDL programme aims at improving local governance but local authorities still lack of financial, human and material resources to fulfill their objectives)</i></p> <p>« Le Sénégal a adopté, en 1996, une loi portant <b>Code des collectivités locales</b>. Le texte consacre l'existence des trois collectivités locales que sont la région, la commune et la commune rurale. <b>Le programme national de développement local (PNDL), lancé en 2005, est le principal instrument de décentralisation pour assurer une gouvernance locale effective.</b></p> <p><b>Le bilan de la gouvernance locale et du développement local à travers la décentralisation doit encore être renforcé.</b> Libérées de la tutelle, les 441 collectivités sont devenues des instances reconnues dans la prise en charge des initiatives locales. <b>La politique de décentralisation a notamment misé sur le développement de la participation</b> avec la reconnaissance des organisations communautaires de base et l'organisation d'un partenariat entre les instances élues et celles de la société civile.</p> <p><b>Toutefois, les collectivités locales manquent encore de moyens financiers, humains et matériels pour réaliser leurs objectifs.</b> La création du <b>Fonds d'équipement des collectivités locales (FECL) et du Fonds de dotation de la</b></p> | <p><i>(The competences of local authorities have been reinforced through the decentralisation laws of 1996. Local governance has been improved through a Policies Letter and the several national programmes supporting decentralisation)</i></p> <p>« <b>L'année 1996 a marqué un tournant historique décisif au Sénégal en matière de décentralisation suite à la promulgation de la loi n° 96-06 du 22 mars 1996 portant Code des Collectivités Locales. Les compétences des Collectivités Locales (10 Régions, 60 Communes et 320 Communautés Rurales) ont été renforcées par six lois de décentralisation en 1996.</b></p> <p><b>Cette loi a, en effet, parachévé le processus de décentralisation amorcé depuis les années 1960, en élargissant et en renforçant les compétences des collectivités locales.</b> L'option affirmée du gouvernement a été de traduire dans les faits, sa volonté de consolider la démocratie sénégalaise par une participation accrue des populations à l'élaboration et à la mise en œuvre des décisions concernant le développement de leurs terroirs. <b>Une autre importante réforme institutionnelle a vu le jour avec la « Lettre de Politique pour le développement rural décentralisé » qui précise le rôle des acteurs en matière de développement local avec les « communautés de base</b> qui constituent les véritables garants d'une politique de développement agricole durable eu égard au rôle qu'elles jouent aussi bien dans la production agricole que dans la protection du</p> |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                    | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                 | <p><b>décentralisation</b> (FDD) ne s'est pas encore accompagnée des transferts financiers qu'imposent les transferts de compétence. Le besoin de formation des agents et des élus, dont le statut devrait être plus clairement défini, est important. La <b>décentralisation entreprise doit enfin être confortée par une politique de déconcentration des administrations centrales.</b> »</p> | <p>milieu ». Cette réforme est appuyée dans sa mise en œuvre par plusieurs programmes tels que le Programme National d'Infrastructures Rural (PNIR), le Programme de Soutien aux Initiatives de Développement Local (PSIDEL), le Programme d'Appui à la Décentralisation en Milieu Rural (PDMIR), et le Programme d'Appui aux Communes.</p> <p>Aujourd'hui, une réforme qui devrait engendrer les bouleversements annoncés est en discussion. Les élections locales prévues en novembre 2001 ont été reportées à mai 2002 avec pour conséquence la mise en place de « délégations spéciales » à la tête des collectivités, les mandats des élus locaux étant arrivés à terme. »</p> <p><b>« Le système budgétaire des Collectivités Locales est caractérisé par une gestion centralisée des recettes des Collectivités Locales par l'Etat.</b></p> <p>L'analyse fait ressortir que : (i) les services des impôts sont chargés de la gestion administrative des recettes ordinaires dites fiscales, c'est-à-dire de l'établissement de l'assiette, de la confection des rôles et de l'émission des impositions ; (ii) les services du Trésor ont la responsabilité de la gestion financière et comptable, le recouvrement et la mobilisation des recettes fiscales, à l'exception des impôts ristournés aux communes (taxes sur les véhicules et plus-values mobilières) et des patentes liquidées sur place ; (iii) le rôle des communes est limité à l'établissement de l'assiette; à la liquidation et au recouvrement des recettes dites non fiscales, soit moins de 25% du budget local ; (iv) le poids financier des collectivités locales est faible par rapport au budget de l'Etat moins de 7% des recettes ordinaires de l'Etat. En fait les collectivités locales de la région de Dakar se taillent la plus grosse part des recettes des collectivités locales du Sénégal avec plus des deux tiers des recettes ; (v) la gestion courante des collectivités est caractérisée par une faible maîtrise des outils modernes de gestion et une absence de manuels de procédures et d'outils de suivi des ratios financiers et techniques ; (vi) l'analyse des effectifs selon le niveau d'études permet de conclure à une sous qualification du personnel communal avec 46% du personnel illettré. »</p> |
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p>               | X                                                                                                                                                                                                                                                                                                                                                                                                | <p><i>(The PNBG programme aims at improving local governance).</i></p> <p><b>« En matière de gouvernance locale, les orientations retenues dans le cadre du Programme National de Bonne Gouvernance sont : (i) amélioration du cadre institutionnel et organisationnel et renforcement des capacités des collectivités locales, (ii) meilleure coordination des interventions des acteurs et partenaires au développement local, (iii) amélioration des finances locales et décentralisation de la gestion des dépenses publiques. »</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b></p> | NO                                                                                                                                                                                                                                                                                                                                                                                               | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>The CSP clearly identifies country specific risks and</b></p>                                                                                                             | YES- « (...) D'autres actions restent à développer, comme la décentralisation et, en appui à celle-ci, la déconcentration de l'administration publique centrale. Les                                                                                                                                                                                                                             | <p><b>YES-</b></p> <p><b>« La problématique de la participation devrait trouver une réponse adéquate</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



| Dimension to analyse                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>constraints (related to decentralisation) (yes/no)</b>                                | collectivités locales manquent des moyens financiers, humains et matériels qu'exige l'exercice des compétences qui leur ont été transférées et ne reçoivent pas des administrations centrales l'appui technique dont elles auraient besoin. Il y a également un besoin reconnu d'améliorer la gestion des ressources humaines dans les administrations publiques. »                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>dans le cadre de la politique de décentralisation qui vise à responsabiliser les populations dans les gestions de leurs affaires locales. L'article 102 de la Constitution du 7 janvier 2001 dispose: « les collectivités locales constituent le cadre institutionnel de la participation des citoyens à la gestion des affaires publiques ». La nécessité d'impliquer la société civile locale dans le cadre de la réalisation du développement économique et social est posée par l'article 3 alinéa 2 du code des collectivités locales 1996. Cependant, cette réforme s'est heurtée à de nombreux obstacles qui hypothèquent sérieusement sa réussite surtout dans le domaine de la bonne gouvernance locale. Il en est ainsi de la forte politisation du processus, de la méconnaissance des textes et la faiblesse des capacités managériales des équipes de gestion des collectivités locales; d'une société civile mal préparée et attentiste, et d'un découpage administratif inadéquat. <b>Tous ces obstacles font que la décentralisation au Sénégal n'a pas répondu aux attentes par rapport à l'exercice de la gouvernance locale dans ses aspects liés au dialogue démocratique et l'obligation de rendre compte. »</b></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>2. The EC response strategy</b>                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b> | <p><i>(Good governance, local development and decentralisation are not part of the focal sectors of the NIP. Macroeconomic support is a focal sector including the objective of improving the governance and PFM at central and decentralised levels.)</i></p> <p>« Appui budgétaire général à la mise en œuvre du DSRP<br/>La Communauté soutiendra la mise en œuvre de la stratégie de réduction de la pauvreté 20072010 (DSRP II) à travers un appui budgétaire général. Une attention particulière sera accordée à l'effet de cette stratégie dans les secteurs sociaux (éducation, santé...) et dans le domaine de la gouvernance, notamment pour ce qui concerne la gestion des finances publiques, au plan central et au plan décentralisé. »</p> <p>« Engagements du Sénégal en matière de gouvernance pour la programmation du 10 FED en matière de capacités institutionnelles (tableau p.84)<br/>Réalisation d'une évaluation participative de la décentralisation et définition d'une nouvelle politique, dans le sens d'un renforcement des capacités des collectivités locales, à partir de 2007 . »</p> | <p><b><i>(Good political, economical and social governance is part of the Focal Sector I. The support to decentralisation policies and local development is one of the results of the intervention framework in the Good Governance sector)</i></b></p> <p>« Il s'agit d'appuyer la <b>bonne gouvernance politique, économique et sociale</b>, en particulier une gestion transparente, un bon fonctionnement de la justice et des institutions publiques, <b>la décentralisation, le renforcement des capacités des acteurs non-étatiques</b>, l'égalité des chances, ainsi que la mise en place d'outils d'information et de gestion économique et sociale. <b>Ce domaine a été identifié comme un domaine de concentration</b> pour les raisons suivantes : (i) il répond aux engagements pris dans le NEPAD pour la paix, la sécurité, la démocratie, une bonne gouvernance, le respect des droits de l'homme et une saine gestion économique comme des préalables au développement durable ; (ii) le DSRP accorde une place importante à la bonne gouvernance et à la bonne gestion des affaires publiques ; (iii) des progrès dans la bonne gestion des finances publiques devraient permettre d'aller graduellement vers l'aide budgétaire ; (iv) le gouvernement prépare un programme national de bonne gouvernance qui met l'accent entre autres sur l'amélioration de la qualité du service public, la gouvernance économique, locale et judiciaire (y compris la lutte contre la corruption) et la qualité du travail parlementaire. »</p> <p>« <b>Pour la gouvernance politique</b> les activités prévues sont: (i) des appuis institutionnels au Sénégal en faveur de la promotion de la <b>bonne gouvernance politique tant au niveau national, régional</b> que continental dans les domaines de la démocratie, des droits de l'homme, de la transparence des élections, et de la promotion de l'intégration sous-régionale et continentale ; (ii) des appuis institutionnels ciblés dans le domaine de l'Etat de droit et du fonctionnement de la justice et des institutions publiques, telle que l'Assemblée Nationale ; (iii) <b>un</b></p> |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>soutien à la politique de décentralisation et de gouvernance locale ; (iv) des appuis aux actions des acteurs non-étatiques notamment en faveur de la bonne gouvernance politique. »</b></p> <p><i>(Macroeconomic support is also a focal sector. This support mainly aims at improving the access to health and education and at better defining financing strategies at national, regional and local levels in these two sectors.)</i></p> <p>« L'objectif spécifique est d'appuyer le programme de réformes macroéconomiques du Sénégal avec une attention spéciale à l'objectif de réduction de la pauvreté, plus particulièrement en vue d'un accès équitable aux <b>services sociaux de la santé et de l'éducation.</b> »</p> |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                                                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p>« La bonne gouvernance est au Sénégal un des axes prioritaires du DSRP et a constitué dans le 9e FED un des secteurs de concentration de l'activité de l'UE. Cette dimension a également été très présente dans les programmes de promotion économique au niveau local et d'appui à la décentralisation et au développement local (PSIDEL, PADELU et PAR) mis en œuvre sur les fonds du 8e FED. »</p>                                                                                                                                                                                                                                                                                                                                                                   | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p>        | <p><i>Support to NSA</i></p> <p>« Autres programmes (hors secteurs de concentration) : Appui aux ANE: cet appui couvre des ANE éligibles pour un financement aux termes de l'article 6 de l'accord de Cotonou et de l'article 1, point d, de l'annexe IV de l'accord révisé. En fonction de leur mandat, l'appui aux ANE, sous leurs différentes formes d'organisation à but non lucratif, pourra porter, entre autres, sur le renforcement des capacités, le plaidoyer, la recherche, la conscientisation, le suivi et la prestation des services à la population. Pour appuyer ces acteurs, la Communauté peut appliquer l'article 15, paragraphe 5, qui lui permet d'être l'autorité contractante. Un montant indicatif de € 9 millions sera mobilisé à cet effet »</p> | <p><i>Support to :</i></p> <ul style="list-style-type: none"> <li>- NSA at local level</li> <li>- Local authorities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>                   | <p><i>(The EC is funding programmes supporting decentralisation and local economic development (PSIDEL, PADELU, PAR))</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p><i>(Generally but not clearly indicated for the EC support to decentralisation)</i></p> <p>« Les aides financières au titre de la présente stratégie de coopération seront mises en œuvre par les <b>projets et programmes et par l'appui budgétaire. L'appui budgétaire sera d'application pour les appuis macroéconomiques ainsi que dans les autres domaines où il sera préféré aux projets conformément à l'Accord de Cotonou.</b> Les acteurs non-étatiques auront un accès aux ressources en conformité avec l'Accord de Cotonou, et ils participeront à l'identification et instruction des projet ainsi que au suivi et à l'évaluation de la stratégie ».</p>                                                                  |
| <p><b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks,</b></p>                                            | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Government, NGOs)                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Evidence on support to decentralisation through GBS                                                                                              | <p><i>(Generally but not clearly indicated for the EC support to decentralisation)</i></p> <p>« Appui budgétaire général à la mise en œuvre du DSRP : La Communauté soutiendra la mise en œuvre de la stratégie de réduction de la pauvreté 2007-2010 (DSRP II) à travers un appui budgétaire général. Une attention particulière sera accordée à l'effet de cette stratégie dans les secteurs sociaux (éducation, santé...) et dans le domaine de la gouvernance, notamment pour ce qui concerne la gestion des finances publiques, au plan central et au plan décentralisé. »</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p><i>(The macroeconomic support aims at improving the access to health and education and at better defining financing strategies at national, regional and local levels in these two sectors.)</i></p> <p>« Les difficultés connues jusqu'ici qui devraient trouver leur solution avec la signature du protocole d'accord sur l'avenir de l'appui budgétaire ainsi que la demande du pays, formulé dans le DSRP, de <b>privilégier l'appui budgétaire.</b> »</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Evidence on Lessons learnt from past cooperation                                                                                                 | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><i>Evaluation of the EC past and present cooperation</i></p> <p>« Une analyse critique des niveaux de performance de la part de la Commission et de l'Ordonnateur National (le Ministre de l'Economie et des Finances) relève : (i) l'importance qu'il faut accorder aux politiques sectorielles comme préalables aux interventions ; (ii) <b>la pertinence de favoriser une démarche axée sur « moins de projets et plus d'appui budgétaire » dans l'optique d'une approche structurante avec notamment un renforcement des institutions existantes (comme proposé dans le DSRP) ;</b> (iii) la nécessité d'un dispositif de suivi des projets et programmes portant une attention particulière à la bonne gestion et aux résultats. L'analyse des difficultés a fait ressortir des insuffisances au niveau de la Commission et au niveau de l'Ordonnateur National (ON) qui sont en cours de résolution à travers la déconcentration pour la Délégation et un projet de soutien à l'ON. »</p> |
| The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures | <p><i>(The participative approach of the EC consist of involving all stakeholders in the identification, formulation and implementation of its co-operation in Senegal)</i></p> <p>« La DCE au Sénégal et le ministère de l'économie et des finances, ordonnateur du FED, se soucient d'adopter une <b>démarche participative associant à l'identification, à la formulation et à l'exécution des interventions l'ensemble des parties prenantes à la coopération Communauté européenne-Sénégal.</b> Ainsi, le projet d'appui au PNBG avait donné lieu, dès février 2003, à la tenue d'un «Atelier d'identification et de planification des projets du secteur "bonne gouvernance" à soumettre au 9<sup>e</sup> FED». <b>Les programmes d'appui à la décentralisation et au développement économique local (PSIDEL, PADELU, PAR) se caractérisent par, d'un côté, des mécanismes de programmation et de concertation assurant l'implication des acteurs locaux et, de l'autre, une maîtrise d'ouvrage des projets assurée par les collectivités locales.</b> »</p> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 3. Consultative and Coordination mechanisms + Complementarity with other donors                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Evidence related to the analysis of other donors support to decentralisation                                                                     | <p><i>(The World Bank, Germany and Spain are donors supporting local development and decentralisation)</i></p> <p>- « Avec ses principaux acteurs de la coopération, la GTZ et la KfW, <b>l'Allemagne a</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><i>(Canada is leader among international donors in the support of decentralization. The World Bank, France, the United States and UNDP/UN are donors supporting local development and decentralisation)</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Dimension to analyse                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                | <p><b>ciblé trois pôles d'intervention: (i) l'appui au processus de décentralisation, (ii) l'appui au développement socio-économique pour la paix en Casamance (y compris le rétablissement de la desserte maritime Dakar-Ziguinchor), et (iii) la promotion de l'emploi des jeunes à travers leur employabilité et la compétitivité des PME. D'autres actions visent la promotion de l'électrification rurale et des énergies renouvelables, ainsi que la lutte contre le SIDA et sa prévention. »</b></p> <p>- « <b>L'Espagne</b> intervient principalement dans les domaines de la santé et de l'éducation, notamment dans les régions de la Casamance et de Saint-Louis, et essentiellement de <b>manière décentralisée par le truchement d'ONG espagnoles</b>. La problématique de l'émigration clandestine, notamment vers les îles Canaries, l'a engagée à renforcer sensiblement sa coopération avec le Sénégal. Un accord cadre à cet effet a été signé à Dakar en octobre 2006. »</p> <p>-« <b>La Banque mondiale (BM)</b> est engagée dans quatorze opérations en cours financées par l'IDA. Parmi les principaux projets, on peut citer le programme d'amélioration de la mobilité urbaine, le projet sectoriel transport II et le PELT. Des projets très importants dans le <b>domaine de la décentralisation</b> sont en préparation. La BM est également pourvoyeur de l'aide budgétaire. «</p> | <p>- « <b>Le Canada, chef de file des bailleurs pour la décentralisation</b>, pour la période 2002-2007, engagera environ € 84 millions entre l'éducation (60 %), l'économie populaire (20%), la décentralisation, l'égalité des sexes et l'environnement. »</p> <p>- « <b>Banque Mondiale (IDA)</b> : le portefeuille actuel des projets financés concerne les crédits d'ajustement, l'éducation, la santé, l'hydraulique, l'agriculture, le <b>développement local</b>, l'énergie, les transports et la mobilité urbaine. »</p> <p>- « <b>La France</b>, intervient au travers notamment du Fonds de Solidarité Prioritaire et de Agence française de Développement dans un grand nombre de secteurs : valorisation des ressources humaines (santé, éducation, culture) ; bonne gouvernance et appui institutionnel (justice, sécurité, <b>décentralisation</b>, et administration économique et financière) ; infrastructures (transport, hydraulique, développement local), et développement durable (agriculture, pêche, élevage, et ressources naturels). »</p> <p>- « <b>Les Etats Unis d'Amérique</b>, chef de file des bailleurs pour le secteur privé, consacrent, pour la période 1998-2006, € 220 millions répartis entre la santé de la mère et de l'enfant et MST/SIDA, le <b>développement local</b>, le secteur privé, la relance du développement en Casamance et l'éducation pour le développement et la démocratie. »</p> |
| Evidence related to specific coordination mechanisms with EU MS exists                                         | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| A donor matrix exists                                                                                          | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| A donor matrix explicitly mentioning decentralisation exists (yes/no)                                          | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Evidence on coordination or consultative mechanisms                                                            | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 4. The EC response strategy in traditional sectors (health, education, natural resource management, transport) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors            | <p><i>In the environment sector</i></p> <p>« Le contexte de développement socio-économique au Sénégal est principalement marqué par le processus de décentralisation politique qui consacre une dévolution réelle de pouvoir aux collectivités locales notamment en matière de gestion des ressources naturelles. Le but recherché est d'optimiser la gestion de proximité. Le pouvoir central poursuit ses missions de souveraineté à travers les autorités administratives déconcentrées et services techniques chargés de la gestion des questions environnementales.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><i>In the education and health sector</i></p> <p>(L'appui macroéconomique vise principalement à améliorer l'accès aux services de la santé et de l'éducation et à la définition des stratégies de financement de la santé publique aux niveaux national, régional et local dans ces deux secteurs)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Dimension to analyse          | Second period                                                                                                                                                                                                                | First period |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
|                               | Le concept de développement local qui fait appel à une synergie de l'ensemble des acteurs et programmes sectoriels est essentiellement basé sur l'utilisation rationnelle des ressources naturelles et de l'environnement. » |              |
| 5. Other relevant information |                                                                                                                                                                                                                              |              |
| Other relevant information 1  |                                                                                                                                                                                                                              |              |
| Other relevant information 2  |                                                                                                                                                                                                                              |              |
| Other relevant information 3  |                                                                                                                                                                                                                              |              |

## 3.2.18 Country South Africa

| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Context analysis</b></p> <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p><i>(The section about the National policy Agenda clearly mentions specific programmes of the Government aimed at strengthening local governments):</i></p> <p>"The (Reconstruction and Development Programme) RDP white paper has the following five key programmes:</p> <ul style="list-style-type: none"> <li>• Meeting basic needs, such as housing, water, sanitation, health, nutrition, job creation and land reform.</li> <li>• Developing human resources.</li> <li>• Building the economy by encouraging savings, boosting investment in productive enterprises and engaging in cooperative partnership with neighbouring countries.</li> <li>• Democratising the state and society.</li> <li>• Highlighting the part to be played by social organisations and institutions."</li> </ul> <p>(...)</p> <p>"The provision of services, especially at local government level, is hampered by an acute shortage of skills and knowledge. In October 2004 the government adopted Project Consolidate as a short-term emergency measure. Its objective was to help the <b>weakest municipalities</b> to accelerate delivery, particularly of free basic services such as sanitation, water, electricity and refuse removal. The municipalities are being supported in five key performance areas: basic service delivery and infrastructure, local economic development, municipal financial viability, good governance and community participation."</p> | <p><i>(The Government will support the increasing role of the local governments):</i></p> <p>"After a period focused on the development of an enabling policy and legislative framework, the emphasis has now shifted to the implementation of policies and the delivery of services. In this context the objective of integrated governance is reinforced by stronger co-ordination among central co-ordinating departments and the grouping of 23 government departments in five cabinet clusters sharing common sectoral challenges. Co-ordination between national and provincial departments is being strengthened at policy and management level.</p> <p><b>Local governments are expected to play an increasingly important role</b> in the implementation of these policies, especially in the delivery of services and the promotion of economic development."</p>                                                                                                         |
| <p><b>Evidence on the progress in the national decentralisation process</b></p>                                        | <p><i>(Challenges seems to be still important in the decentralisation process because of the limited capacities of local governments):</i></p> <p>"To deepen and broaden democracy, <b>local governments</b> have been given responsibility for delivering social and administrative services including health, education, water, sanitation, infrastructure and environmental protection. However, during the initial period in which responsibilities were being transferred, <b>local governments were overwhelmed by the scale of what had to be accomplished</b>. In many cases, provincial and local tiers of government <b>were not ready</b> to fulfil their new functions transparently and professionally — highlighted by the fact that provincial departments often underspent the conditional grants earmarked for basic services. This poor delivery of local services caused riots and unrest in some communities."</p> <p>(...)</p> <p>"The <b>overstretched delivery capacity at provincial and local level</b> will require particular attention."</p>                                                                                                                                                                                                                                                                                                                                                                                        | <p><i>(Quite advanced although limited capacities at local level seems to hamper the proper devolutions of functions):</i></p> <p>"In addition to the Constitution and the Municipal Demarcation Act, the Municipal Structures and Systems Acts and the Division of Revenue Act together set the framework for the devolution of functions to local governments."</p> <p>(...) "The biggest challenge of the Government is to address the <b>capacity limitations of provincial and local governments</b> in project management."</p> <p>"The first elections of the 284 newly demarcated local governments took place in December 2000. Local governments are entrusted with rising responsibility for providing access to services and enhancing the economic and social well-being of communities within their constituencies. Raising the capacity of local government to deliver will be a yardstick by which the performance of the central government will be measured."</p> |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p>               | <p>(See above + strong emphasis in several parts of the Context section of the CSP on the delivery of basic services):</p> <p>"A necessary condition for meeting all the challenges listed above is that the solution should result in the delivery of better services to South Africans. This has become a major preoccupation for the government. In order to be able to meet these challenges, it needs to continue its efforts to <b>strengthen its own institutional and administrative capacity at national, provincial and local levels.</b>"</p> | <p>(Indirectly by highlighting the limited capacities of local governments):</p> <p>"The biggest challenge of the Government is to address the <b>capacity limitations</b> of provincial and local governments in project management. The public private partnership ("PPP") has been recognised as an effective mechanism for the provision of required infrastructure in local government and municipalities."</p> <p>(...)</p> <p>"<b>Sustainability problems</b> may emerge at the local level, where capacity constraints may affect the maintenance of infrastructure and endanger in the medium term the delivery of services. In order to strengthen the capacity of delivery of services at local level, the Private Public Partnership initiative has been introduced. This is a contractual arrangement between private and public entities to ensure that delivery is effective and mentorship for maintenance is enhanced. Capacity building budgetary support measures are introduced through the ISRDS and URPs."</p> <p>(...)</p> <p>"The <b>transfer of responsibilities to local governments</b> could slow the delivery of services unless accompanied by an adequate effort in capacity building. The outcome of discussions concerning the appropriate divisions of powers and functions between the district and local municipalities is likely to have a profound impact upon the fundamental structure of local governments in SA. Empowering local governments is an important dimension of deepening and broadening democracy."</p> <p>(Some attention is also given to participation at local level)</p> <p>"Participation and partnership are key to policy implementation in SA. Participation by communities and civil society is necessary to ensure that policies respond to the needs of beneficiary populations. Public-private partnership encourages the mobilisation of private resources for developmental objectives. Specific mechanisms to ensure participation and partnership at the local government level are crucial"</p> |
| <p><b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b></p> | <p>Yes (although the analysis remains at a quite very general level)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Yes (although it remains quite general).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b></p>                                                          | <p>Yes (although the analysis remains at a quite very general level)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Yes (although focusing mainly on capacities of local governments).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>2. The EC response strategy</b></p>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                                                                                 | <p>(Overall, the CSP seems to show that the EC aims to support decentralisation by strengthening the current system through capacity building of local governments (esp. in relation to the delivery of basic services) and the promotion of good governance).</p>                                                                                                                                                                                                                                                                                       | <p>(Support to local governments is a predominant aspect in the first 3 areas of cooperation.</p> <p>And decentralisation is clearly mentioned as an objective when the CSP discuss the modalities of implementation):</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Dimension to analyse | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | <p>(No specific mention to decentralisation but the CSP clearly mentions the importance to support to local governments on different issues such as: service delivery and the promotion of good governance):</p> <p>"The European partners will focus on three areas of development cooperation with a specific objective for each of them:</p> <ol style="list-style-type: none"> <li>1. To promote pro-poor, sustainable economic growth, including in the second economy, focusing on generating employment, reducing inequality, developing skills and tackling social exclusion.</li> <li>2. To improve the capacity and provision of <b>basic services for the poor at provincial and municipal level</b>, and promote equitable access to social services. These services mainly relate to the provision of social protection and social welfare service, health, HIV/AIDS, education, housing, and the infrastructure to provide basics such as access to water, sanitation, sustainable energy services, waste management and communication.</li> <li>3. To promote good governance in both the public and non-public domains. On the state side, this would focus on fighting crime, including corruption, and promoting safety, security and the rule of law. On the non-state side, the focus would be on strengthening civil society and helping NGOs, CBOs, social partners and indeed <b>non-state actors generally to play their part in partnership with government</b>. This would include not only <u>tackling poverty unemployment and social exclusion</u> (focal area 1) and <u>delivering social services</u> (focal area 2), but also monitoring good governance and human rights enforcement, including empowering the victims of poverty and violence." <p>(Finally, the CSP mentions <b>Capacity building of local governments</b> and <b>Good governance</b> as a cross-cutting issue focusing in particular on fiscal aspects, delivery of basic services and participation):</p> <p>"The following cross-cutting issues, which represent major challenges for South Africa, should be brought into the mainstream of EU-funded activities:</p> <p>(...)</p> <ul style="list-style-type: none"> <li>• <b>Capacity building</b>, including public-private partnerships. In each programme, capacity building will benefit all stakeholders, from the authority responsible for providing the service to the service provider and the final beneficiary. <b>Because of their essential function in providing basic social services, local governments and local communities will be at the centre of capacity building activities.</b></li> <li>• <b>Good governance</b>. This is to be a central feature of all development assistance activities, covering proper management of public finances, including the tax area, better service delivery, accountability and the participation of targeted beneficiaries in delivery processes." </li></ul></li></ol> | <p>"The <b>decentralisation process</b> will be supported under <b>sector support programmes</b> and, where appropriate, sector support will be used directly in co-operation with <b>local government</b>. "</p> <p>(Area 1: Major approach: capacity building of local governments (esp. in relation to the delivery of basic services). A sector wide approach to support the decentralisation of the water &amp; sanitation sector is planned as a major component of the EC strategy).</p> <p>"<u>Area of Co-operation 1 - Equitable access to and sustainable provision of social services</u>: The purpose is to support Government's implementation of policies and strategies aimed at increasing access to and use of social services for poor people to improve their quality of life.</p> <p>Despite considerable progress, a significant backlog in social infrastructures and services still result in many of the poorer South Africans being deprived of access to water and sanitation, primary health care, basic education and vocational training and social housing. In addition to contributing to the reduction of the backlog, the focus of the response strategy is on the sustainability of social services in the <b>context of decentralisation of powers</b> to provincial and local governments. This includes the provision of services that reflect the needs and the preferences of the poor, are affordable and can be maintained at the local level. "</p> <p>(...)</p> <p>"In <b>Water services and sanitation</b>, the purpose will be to contribute to improved access and use of water and sanitation services by the poor. The EC's sector-wide approach will facilitate the <b>decentralisation of service delivery to local government</b> and the transition of the national department's role to a policy making, regulatory and monitoring body. Focus will remain on the development of appropriate technologies, the transfer of existing schemes to local governments or water boards, affordability and sustainability of services provided together with the inclusion of gender and environmental considerations."</p> <p>(Area 2: The EC will also support local development programmes in order to accelerate growth, equity and employment):</p> <p>" <u>Area of Co-operation 2 - Equitable and sustainable economic growth</u></p> <p>By supporting the sector-wide IMS and local development programmes in selected areas, the EC will contribute to the following:</p> <ul style="list-style-type: none"> <li>• Enhanced Policy &amp; Regulatory Environment: Supporting national and local government spheres in terms of integrated development planning, urban and regional planning, legislative environment etc.</li> <li>• Partnerships &amp; Linkages Promoted: (...)</li> <li>• Improved access to economic opportunities: (...)</li> <li>• Improved access to science, technology, research and development: (...).</li> <li>• Enhanced accountability and governance with special emphasis on corporate and cooperative governance and consultation in policy-making.</li> </ul> |



| Dimension to analyse                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>• Enhanced institutional capacity of key stakeholders, (...).<br/>           (...) Local development implies participation of local governments and communities and has an important governance dimension. Within its framework, new models of delivery of social infrastructure (e.g. housing) with increased participation by and accountability towards beneficiaries will be tested and promoted, especially in urban areas. "</p> <p><i>(Area 3: Finally, the EC plans to support Democracy and participation, especially at the local level).</i></p> <p><u>"Area of Co-operation 3 – Deepening Democracy</u><br/>           The purpose is to contribute to the strengthening of social capital and democratic values with a specific <b>focus on local level</b>.</p> <p>The new structure of local governments, defined by the Demarcation Act adopted in 1999, and the establishment of new Local Authorities following the December 2000 elections, have empowered local governments as key role players in the development process. Accountability to the people and participation of the people in local democratic processes are crucial to improve government effectiveness. The EC will contribute to increased accountability and participation by strengthening the capacity of local councillors and officials, traditional leaders and community-based organisations to fulfil their mandates. A stronger interaction between local governments and provincial legislatures will also be supported."</p> <p>" The EPRD will contribute to the strengthening of social capital and democratic values at local level through crime prevention"</p> <p>" The EC will also support capacity building of local authorities and community based organisations to improve their abilities to fulfil their mandate. The advocacy and lobbying role of civil society organisations will be supported to enable them to play a meaningful role in policy development and implementation and to link with civil society organisations in other countries in order to promote democratic values and development policy debates."</p> <p><i>(The support to local development is also mentioned several times in the CCI section)</i></p> |
| <p><b>Evidence on the objectives pursued by the EC support to decentralisation</b></p> | <p><i>(The particular context of the country calls for the funding of innovative approaches or interventions aimed at developing the capacities of specific actors of development):</i></p> <p>"Devising a joint EC-EU country strategy for South Africa calls for critical reflection on what "value-added" development cooperation can bring to the country. (...) South Africa's strong macro-economy, together with its sound domestic financial resources, means that the government could, in future, use its own financial resources to fund programmes that are currently financed by donors. The real value added by ODA is not the finance itself, but what comes with it: best practice, innovation, risk-taking, pilot programmes, systems development, capacity building, and above all skills and knowledge."</p> | <p><i>(No direct support to decentralisation planned but focus on capacities for local service delivery and increased democratisation of the society)</i></p> <p>"The EC will contribute to the reduction of inequality, poverty and vulnerability in SA, by focusing its co-operation on four main objectives: 1. Equitable access to and sustainable provision of social services 2. Equitable and sustainable economic growth 3. Deepening democracy 4. Regional integration and co-operation"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  | <i>(As mentioned above in the "entry point" section, the EC support aims at strengthening the institutional and administrative capacity of the local governments and in particular at enhancing local service delivery).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b> | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b>        | The EC will clearly support local governments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | The EC will clearly support local governments but also targets in its interventions local associations, the civil society...                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                   | Budget Support at local level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | "The <b>decentralisation process</b> will be supported under <b>sector support programmes</b> and, where appropriate, sector support will be used directly in co-operation with <b>local government</b> . Technical assistance may be provided, to ensure preparedness and strengthen delivery capacity."                                                                                                                                                                                                                                                                                     |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                          | Budget Support to Local governments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Mainly Budget Support to Local governments (where possible)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                       | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Evidence on Lessons learnt from past cooperation</b>                                                                                          | <p><i>Not really. (It remains very general.)</i></p> <p>"In the absence of a systematic overall evaluation of EU donors' assistance to South Africa in recent years, it is difficult to assess the programmes in terms of their impact and sustainability. Such an evaluation would reveal that outcomes vary tremendously. Nevertheless, some trends can be discerned. Activities that follow the traditional project approach generally produce discernible results in terms of output and impact, provided that the issue of implementation capacity has been properly and promptly addressed. A key success factor is the recipient agencies having a high level of ownership. A sector wide approach, and where used sector budget support, have been positive in terms of impact and sustainability, but they require a substantive policy dialogue.</p> <p>Donor assistance is not generally visible at national level, but its visibility improves at lower levels (such as provinces and municipalities). The interventions that are most often positively assessed are those that import best international practice into South Africa — especially very innovative projects (see Annex 2a). The most common problems experienced by a number of partners are caused by lack of capacity. While capacity in national departments is relatively good (although it varies greatly between departments), it is less so at provincial level and even less at municipal level."</p> | <p>"Main lessons derived from recent studies, mid term reviews and evaluations of EC programmes:<br/>(...)<br/>• transition from a project to a sector or sub-sector approach has increased SA ownership, improved policy and strengthened donor co-ordination. The trend towards sector support should be accelerated;<br/>• ODA should contribute to strengthening the capacity of provincial and local governments;<br/>(...)"</p> <p><i>(A whole annex is dedicated to the analysis of past and ongoing cooperation):<br/>"Annex 1b – Overview of Past and Ongoing Co-operation "</i></p> |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b></p> | <p><i>(Strong alignment given the particular context of the country):</i><br/>           "EU partners will <b>work with the government</b> on policy issues by helping the government to develop policies and see their implications, rather than by trying to influence the content of the policies directly. EU donors can use their aid to "buy into" dialogue on South African policies, strategies and policy implementation, and they can strengthen the system through technical cooperation and sector budget support." (...) "To support policies, EU partners should contribute to capacity development by enhancing communication and offering forums for communication between citizens and government, and by supporting and facilitating systems development in South Africa. They should avoid replacing capacity with technical assistance." (...)<br/>           "Coordination between donors and with government (central and sectoral) needs to be reinforced. This requires a strong emphasis on working with the government to improve alignment with policies and procedures, and on improving donor coordination and pooled funding, if donor initiatives are to have an impact."</p> | <p><i>(Yes. But the text remains quite general):</i><br/>           "The EC will maintain its support to the Government for an improved alignment of ODA to SA development priorities and will enhance its effort in co-ordinating with MS and other donors for a stronger effectiveness and impact of ODA"<br/>           (...)<br/>           "A structured political dialogue between SA and the EU will be established within the framework of Article 8 of the Cotonou Agreement and after its entry into force also in accordance with Article 4 of the TDCA . Annual meetings within the TDCA framework will take place and the agenda will include issues of common interest such as SA and EU developments, regional peace and security issues, social and economic developments, AU and Nepad."</p>                                                                                                                                  |
| <p><b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b></p>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Evidence related to the analysis of other donors support to decentralisation</b></p>                                                                     | <p><i>(Not really.)</i><br/>           "The table of donors reveals the <b>widespread presence of EU partners</b> in nearly all economic and social areas relevant to development. Major donors are found side by side in key sectors such as education, health, including the fight against the HIV/AIDS pandemic, and economic development. A serious challenge for bilateral programmes faced by donors and the host country is that they have been too fragmented and not always well coordinated thereby reducing the potential impact of projects. However, encouraging examples of good coordination can also be found. Work to build the capacity of public services has helped to improve service delivery because cooperation and alignment were excellent. The work was implemented by the Development Bank of Southern Africa and included the <b>UK-funded Integrated Provincial Support Programme</b> and the German-funded Public Service Reform Programme."</p>                                                                                                                                                                                                                              | <p>No evidence (nothing specific to decentralisation).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Evidence related to specific coordination mechanisms with EU MS exists</b></p>                                                                           | <p>Not really</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><i>(No specific evidence describing coordination mechanisms although coordination with MS is mentioned in different sections.)</i><br/>           "The EC will continue its support to Government initiatives in donor co-ordination and will intensify co-ordination with Member States and other donors. A <b>significant convergence</b> in geographic focus, procedures and sectors of co-operation <b>between the EC and the Member States</b> is evident. This will facilitate an intensification of knowledge sharing. During the implementation of the current MIP, a joint approach will be preferred not only with sector support programmes, but each time there is geographical and thematic convergence.<br/>           The development, at different levels, of <b>performance indicators</b> will contribute significantly to strengthen co-ordination between the government and donors and to guide ODA allocations. "</p> |
| <p><b>A donor matrix exists</b></p>                                                                                                                            | <p>No. Only an EU donor matrix exists.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>No. Only an EU donor matrix exists.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Dimension to analyse                                                                                                  | Second period                                                                                            | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                          | No. Only an EU donor matrix exists and decentralisation is not explicitly mentioned.                     | No. Only an EU donor matrix exists (mention to support to local government in the table for Belgium and Netherlands).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Evidence on coordination or consultative mechanisms</b>                                                            | Nothing specific to decentralisation or support to local governments.                                    | <p><i>(Nothing specific to decentralisation or support to local governments.)</i></p> <p>"An independent study confirmed that ODA contributed significantly to some key sectors by bringing knowledge and international 'best practice' to SA through technical assistance and capacity building. The report also recommended stronger SA-led donor co-ordination, a better information management of ODA, more integration of cross cutting issues and a focused strategic framework to direct ODA towards priority areas. It indicated that an overall national poverty reduction strategy would assist in this regard. The SA Government, interacting with donors, has taken a number of initiatives, to improve the management of donor assistance. These include the preparation of guidelines for ODA management and the establishment of an ODA database. Some departments have strengthened donor co-ordination and introduced sector support approaches thereby improving alignment between ODA and Government's priorities"</p> <p>"The EC will increasingly adopt a sector support approach in the implementation of its co-operation programme with SA. This approach is a process which calls for strong donor co-ordination, a clear sector strategy, a common management and planning framework to implement this strategy, together with joint monitoring of performance indicators."</p> <p>"The EC will continue its support to Government initiatives in donor co-ordination and will intensify co-ordination with Member States and other donors. A <b>significant convergence</b> in geographic focus, procedures and sectors of co-operation <b>between the EC and the Member States</b> is evident. This will facilitate an intensification of knowledge sharing. During the implementation of the current MIP, a joint approach will be preferred not only with sector support programmes, but each time there is geographical and thematic convergence. The development, at different levels, of <b>performance indicators</b> will contribute significantly to strengthen co-ordination between the government and donors and to guide ODA allocations. "</p> |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b>            | Not really although the support to local government is highly related to the delivery of basic services. | The support to local government is highly related to the delivery of basic services. Support to the water and sanitation sector seems to be one way of strengthening the decentralisation process. Support to local governments (esp. capacity building) is mentioned in all sectors of cooperation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Dimension to analyse          | Second period | First period |
|-------------------------------|---------------|--------------|
| 5. Other relevant information |               |              |
| Other relevant information 1  |               |              |
| Other relevant information 2  |               |              |
| Other relevant information 3  |               |              |

## 3.2.19 Country Tanzania

| Dimension to analyse                                                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Context analysis</b></p> <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p>"<b>Tanzania's National Strategy for Growth and Reduction of Poverty</b>, known as the MKUKUTA (Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania) was completed in June 2005 for implementation over the period 2005-2010. It is based on the principles of national ownership, political commitment to democratization and human rights, maintenance of macroeconomic and structural reforms, building on sector strategies and cross-sectoral collaboration, building local partnerships for citizens to engage in policy dialogue, harmonization of aid, equity and sharing of benefits, sustainable development, strengthening of macroeconomic links and <b>decentralization</b>, and mainstreaming cross-cutting issues"</p> | <p>"To address this situation, the Government adopted a new <b>Education and Training Policy</b> in 1995 with the design of a sector-wide approach for the entire education sector. Private sector involvement in providing education, curriculum review to improve quality and increase access, and devolution of management and administration to local levels were introduced. The Local Government and Civil Service Reform Programmes, launched in 1996, were directly linked to this process as they set further determinants for a <b>decentralised system and redefine the roles and management of central ministries (..)</b></p> <p>Historically, the Ministry of Education and Culture (MoEC) was responsible for policy formulation as well as the delivery of education. However, the centrally controlled system proved to be unsustainable and started to crumble by the mid-80s, when the central government was no longer able to plan and monitor effective delivery of education service. In consequence, responsibility for education delivery and operations has been decentralised. However, education delivery at local levels have not yet been carried out effectively."</p> <p>(...)</p> <p>"<b>Water supply</b> remains vital in Tanzania. Less than 50% of the rural population has access to clean water. Access to water is likewise fundamental for agricultural production. Water has therefore been identified as one of the priority sectors in the PRSP. Progress in reform of the water and sewerage sector did not materialise until 1997, but has since resulted in a new legislative framework for the sector. It foresees <b>comprehensive institutional reforms including the establishment of decentralised autonomous executive water and sewage agencies at region level</b>, a more policy-oriented role for the Ministry of Water, more emphasis on the link between environment, water and health, etc."</p> <p>(...)</p> <p>"The Government is now giving increasing importance to <b>good governance</b> as critical to the success of Tanzania's wider development agenda. Since 1995, the Government has also accelerated the pace of governance reform. Its policy is summarised in "The National Framework on Good Governance" which emphasises a shift of management responsibilities towards the private sector; <b>the devolution of power and resources towards local authorities</b>; a re-organisation of public administration to make it more effective; and the need to combat corruption, fraud and mal-practice in the public sector."</p> <p>(..)</p> <p>"The <b>Local Government Reform Programme</b> serves the dual goals of <b>strengthening service delivery at local level and improving participatory democracy</b> by involving the local population in decision-making and execution of development programmes. Participatory management coupled with transparency and accountability to the people will help foster a culture of good governance. The</p> |

| Dimension to analyse                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>legal framework for the reform is in place and an action plan and budget for mid-1999 to end-2004 has been adopted. Implementation of the action plan has started. <b>The success of this reform will ultimately depend on continued political commitment, ownership and reinforced capacities locally.</b></p> <p>All these reform processes are a clear indication of the Government's ambition to improve delivery capacities and promote good governance in public affairs at all levels, including a more participatory approach to development. The challenge is now to ensure that these reform processes are consolidated, through wider participation of all stakeholders, and begin to show tangible results."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Evidence on the progress in the national decentralisation process</b></p> | <p><b>"Public Service Reform:</b> A decentralisation by devolution policy was developed in 1998 and there has been <b>rapid progress</b> particularly in <b>decentralising finances for social sectors</b>. Financial management continues to improve and efforts have begun in implementing international procurement norms, although in this area there <b>remain important capacity constraints</b> which require further sustained effort, at local as well as central government level. <b>Significant challenges remain</b> in improving the performance of the public service. <b>Service delivery</b> surveys conducted in 2004 indicate that between <b>25-50% of central government service users are dissatisfied</b> with services, while <b>50-75% of local government service users are dissatisfied</b>.</p> <p><b>Local Government Reform:</b> Resource allocation to local government and related planning and accountability systems continue to be central government driven. Additionally, <b>large resources for social development are channelled to the local level through parallel structures of line ministries</b>. Local government elections of November 2004 witnessed high voter turnout, demonstrating strong grassroots interest in local government. In 2005, <b>President Mkapa's government set up a reference committee managed from State House to stimulate impetus for devolution</b> along the 1998 policy. High level substantiation of the devolution policy is necessary.</p> <p><b>Financial decentralization has been rapid.</b> Total central government transfers to Local Government Authorities (LGAs) have doubled between 2000/2001 and 2004/05 from Tsh 180bn to Tsh 360 bn – reflecting an increase of the central government budget. Additionally, in 2005/6 new capital and capacity development funds totalled Tsh 66 billion of which Tsh 55 billion is discretionary. However, local authorities are experiencing significant challenges managing and accounting for the increased flow of resources. <b>Weaknesses include poor cash management, multiple data sets and large amounts of idle cash in numerous bank accounts.</b> 23 LGAs (those in peripheral and otherwise disadvantaged areas) also have persistent and significant staffing problems: including limited opportunities for spouse employment, they have few amenities including schools, and they experience political interference in their operations</p> <p><b>Corruption and anti-corruption:</b> The Prevention of Corruption Bureau (PCB) has recently been decentralised and there are now PCB offices in all regions and districts. District anti-corruption plans will be rolled up into the new NACSAP."</p> | <p>"Tanzania has started a <b>Local Government Reform</b>, aimed at <b>decentralizing staff management and budgets from central to district level</b>. This is still in its start-up phase: complementary <b>reform programmes in education and agricultural sectors</b> are at an early stage, and the capacity issue at local level remains to be solved<br/>(..)</p> <p>The <b>political and economic transition to a culture of decentralized multi-party democracy, after 30 years of a highly centralized one-party socialist system</b>, is in an early stage. Even though the first multi-party elections were held in 1992, political diversity has remained limited. <b>Decision-making is now slowly becoming more decentralised through the Local Government Reform.</b>"</p> <p><i>Education Sector Analysis</i></p> <p>"As noted above, the government has reformed the system for primary education provision. This effort forms part of the nation-wide process of a comprehensive reform of local government, and its relationships with other agencies at the central and regional tiers of government. However, decentralisation is a complex and slow process demanding considerable technical and financial resources at all levels. Resources were neither ample nor readily available at the launch of the reforms. In addition, many perceived risks by stakeholders plus resistance to changes at technical levels have resulted in significant delays."</p> |
| <p><b>Evidence on the analysis of the different dimensions of</b></p>           | <p>Yes: see p. 26 "Cluster III: governance and accountability. Dedicates 5 pages to the analysis of the Government's strategy. Issues discussed: Governance effectiveness,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

| Dimension to analyse                                                                                                                                                     | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | First period                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>decentralisation and the priorities of the Government in terms of decentralisation process.</b>                                                                       | <p><i>public service reform, local government reform, PFM, legal sector, corruption, HRparliament, civil society, etc.</i></p> <p><b>"Health.</b> The government's health sector development programme aims to improve the accessibility, delivery and quality of health care services available in the country, underscored by far-reaching reforms at all levels. In-line with the devolution policy of the government, the sector <b>has decentralised power and authority</b> to all 121 district councils in the country that are now planning, budgeting and implementing health care services nearer to the communities that they serve. The sector is supported by a mix of financing: domestic resources (tax-based), external resources (general budget support, health sector basket and project/programme support) and complementary financing (fees for services; pre-payment schemes and national health insurance). (...) Lack of skilled staff is further complicated by inadequate distribution and lack of flexibility in decentralised human resource management."</p>                                              |                                                                                                                                          |
| <b>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</b> | Yes, see p. 26 "Cluster III: governance and accountability"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | yes                                                                                                                                      |
| <b>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</b>                                                          | Yes, see above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | no                                                                                                                                       |
| <b>2. The EC response strategy</b>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                          |
| <b>Evidence on the type of entry point/ approach adopted to support decentralisation</b>                                                                                 | <p><i>The EC does not seem to directly support the decentralisation process. Yet, a non-focal sector concerns the " Support to Non-State Actors to Improve Democratic Governance and Growth" and another one the "support to governance and the election process in Zanzibar". Moreover, the EC plans to fund the Government strategy (which apparently includes decentralisation) through a GBS. In this case, the EC will support decentralisation indirectly through a variety of approaches.</i></p> <p>"The overall objective is to support Tanzania's progress towards its Millennium Development Goals. The Community will support the implementation of MKUKUTA, whose strategy involves continued macroeconomic stability (monitored by the IMF, under their new facility, the Policy Support Instrument) underpinned by deepening of various structural reforms covering areas of governance and anti-corruption, social accountability, the legal sector, and expenditure management, including re-orienting expenditures towards lower tier governments as part of the <b>Decentralisation by Devolution</b> strategy"</p> |                                                                                                                                          |
| <b>Type of objectives pursued by the EC support to</b>                                                                                                                   | See above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | EC's forthcoming support to the LGRP and toward capacity building at local levels should hence be coherent with its support to the ESDP. |



| Dimension to analyse                                                                                                                             | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>decentralisation</i>                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <i>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>"Such a crosscutting approach would be complemented by a component targeted at promoting good governance at the local level, close to the majority of the population and the highest incidences of poverty. The objective would be to improve service delivery at local level and to encourage a culture of participatory management where local societies can gain influence in decision-making and access to development opportunities.</p> <p>Such support could best be conceived within the <b>framework of Government's current decentralisation efforts via its Local Government Reform Programme</b>. It would focus on <b>capacity building</b>. The beneficiaries would primarily be <b>district-level administrations and key district agencies, local councils and wards</b>. An important additional dimension is capacity building for the <b>local population</b> itself. Capacity is required to participate in planning, implementing and monitoring of development activities, either in co-operation with the local authorities or through complementary arrangements such as NGOs/CBOs and the private sector. Participatory mechanisms to ensure that the population's needs and priorities are integrated into the district planning process should be established. Support to women and gender activist organisations and networks could be envisaged in this regard."</p> |
| <b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b>                   | <p>"A Financing Proposal (€22.7million) to support the <b>local government reform programme</b>, a core reform of Tanzania, has been approved. The main objective is to bolster the Local Government Capital Development Grant system through a common basket fund. This support to decentralization is a natural national extension of EC support to social infrastructure development of the <b>4th Microprojects Programme</b>, which ended in October 2005. "</p> | <p>"EC's forthcoming support to the LGRP and toward capacity building at local levels should hence be coherent with its support to the ESDP. (..)</p> <p>The thrust of EC's support to the sector will be provided in the form of <b>sector-specific budget aid</b>, channelled either directly <b>via the education budget</b> or through <b>a basket fund mechanism</b>, to be set up. This contribution would incorporate available funds earmarked for this sector under the 8th EDF. Provided the necessary management capacity is in place, support to institutional capacity building and monitoring/evaluation activities would also be provided as budget or basket funding support. Alternatively, these areas could be supported through conventional project support."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b>                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Evidence on support to decentralisation through GBS</b>                                                                                       | <p>"The revised PFM strategy aims at setting out a set of credible and well sequenced reforms. The success of PFM RP implementation will inform decisions on size and scope of EC Budget Support. The <b>EC GBS programme will</b> also include capacity building for strengthening economic management, <b>including decentralisation</b>, with a special focus on Public Financial Management Reform in Zanzibar"</p>                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evidence on Lessons learnt from past cooperation                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <i>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>                                                                     | <p><i>An effective public service framework in place to provide foundation for service delivery improvements and poverty reduction. DPs will continue to support the <b>Public Service Reform Programme (PSRP) and the Local Government Reform Programme (LGRP)</b>, including the establishment of a human resources management framework (better pay and a meritocratic environment), that will attract and retain skilled professionals, and the establishment of a stronger dialogue with citizens. Such a framework would also allow districts greater autonomy to match staff to service delivery needs. Alongside this <b>HR decentralisation</b>, DPs will support the <b>equitable and transparent recurrent and development fiscal transfer system to districts and promote decentralisation</b> across all sectors to improve service delivery</i></p> | <p>"The <b>donor community</b> has made considerable efforts to <b>support the decentralisation process</b> and to ensure that resources are <b>devolved to the school and community level</b>. However, as a substantive part of these aid inflows do not pass through the Government budget, government's capacity to carry out policy formulation, planning and implementation of its development programs is reduced. Further, given the complexities and delays involved in decentralisation, donor-supported efforts are not yet fully harmonised with the government's decentralisation policy and programs. Some projects are too donor-driven, costly and unsustainable and appear to favour districts with better-established capacities. Additionally, each donor has unique processes and modalities, making donor coordination a taxing task for government agencies. Establishment of clear procedures for managing the delivery of education at the decentralised level with respect to funds allocation, utilisation and auditing would also facilitate better use of donor resources and bring these within the regular government and administration structure."</p> |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><i>For the education sector:</i><br/>         "It is expected that a core group of other donors will also contribute <b>budget aid towards the sector</b>. EC, which has considerable experience in co-operation with donors both at HQ level and in the field, will continue to <b>take an active part in donor co-ordination to dialogue with Government</b> on policy issues but also to increase efficiency and impact of external assistance."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>A donor matrix exists</b>                                                                                                                            | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>A donor matrix explicitly mentioning decentralisation exists (yes/no)</b>                                                                            | <p>Yes (= support to Local Government Reform): is supported by the following countries: Belgium, Finland,, Germany, Irland, Japan, Netherlands, Sweden, UK, WB, IMF, UN-Habitat.<br/> <b>The EC is withdrawing its support to the LGR (see donor matrix, p. 53)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>"Ireland and Finland support capacity building at district level within the framework of the Local Government Reform Programme."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Evidence on coordination or consultative mechanisms</b>                                                                                              | <p><i>General information on DP support to Tanzania:</i><br/>         "Joint Programming Document. As the next logical step in improved aid effectiveness, Tanzania's Development Partners Group (DPG) has come together to prepare a results-based Joint Program Document (JPD) as a response to MKUKUTA, MKUZA and the JAST. The JPD pulls together DP responses to date to the MKUKUTA, MKUZA and the JAST, and for many DPs it provides a common</p>                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Dimension to analyse                                                                                                         | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                              | <p>frame in which their individual agency programs are embedded. The JPD's objective is to reduce transaction costs to Government and to continue to better align development partner support with MKUKUTA and MKUZA. The JPD reflects the known volume of DPG planned support and commitments to Tanzania over the 4 remaining years of MKUKUTA, FY06/07-09/10.</p> <p>Tanzania's Development Challenges and Government Response. The JPD offers a concise overview of the development challenges currently facing Tanzania, organized around MKUKUTA's three clusters: Growth and Reduction of Income Poverty; Improvement of Quality of Life and Social Well-Being, and Governance and Accountability"</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors</b></p>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>"The Local Government Reform Programme (LGRP) has a direct impact on the ESDP (Education Sector Development Programme[from the GoT]) as it envisages the <b>devolution of school and teacher management to local levels</b> and a more active participation by the local population in the management of facilities and control of funds. It is <b>therefore imperative to link the two reform programmes</b> and ensure consistency in the design and implementation of these processes. <b>EC's forthcoming support to the LGRP and towards capacity building at local levels should hence be coherent with its support to the ESDP.</b>"<br/>         (..)<br/> <b>"Basic Education</b><br/>         The Government is expected to promote channelling donor funds through the budget and implement a new system of transferring funds to local school levels (Capitation and Investment Grants). Further, a pre-service and in-service teacher training reform will be implemented together with a new strategy to ensure rational teacher distribution within the country. A <b>decentralised service delivery system</b> should be put in place. Overall, non-salary budget allocations and expenditure for primary education must be in accordance with PRBS targets.<br/> <b>Increased gender balanced equitable access</b><br/>         Decentralisation process progresses as planned Public Service Reform Programme progresses as planned. "</p> |
| <p><b>5. Other relevant information</b></p>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Other relevant information 1</b></p>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>"Decentralisation/ Governance is the non-focal area of the NIP 2002-2004 with 1 % of funds allocated"</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Other relevant information 2</b></p>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Other relevant information 3</b></p>                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## 3.2.20 Country Uganda

| Dimension to analyse                                                                 | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Context analysis                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Evidence on the importance given by the Government to decentralisation</b></p> | <p><u>Poverty Eradication Action Plan 2004-08</u><br/> <b>Pillar 4: Governance.</b> The major policy initiatives under this pillar are the transformation of the political system to multi-party politics, commitment to human rights, reforms to strengthen criminal and commercial justice systems, and actions to improve public accountability and control corruption. Other priorities include public service reform and <b>revenue generation systems for local government.</b></p> | <p>"<b>Decentralisation</b> is a major undertaking of the GoU, articulated in the 1995 Constitution and in the 1997 Local Government Act (LGA). Presently, Uganda comprises 56 districts (LC 5) and about 1,000 sub-counties (LC 3). <b>Local authorities</b> have the power and responsibility <b>to formulate, approve and execute budgets and plans</b>, levy, charge and collect fees and taxes. <b>Decentralisation</b> is genuine and pursued wholeheartedly by the GoU in the legal and financial fields. <b>Local authorities</b> are elected and have wide-ranging <b>implementation responsibilities</b> in key areas of the fight against poverty: education, primary health, agriculture, water, and feeder roads. This also enhances grassroots democracy and accountability. The process has been very rapid and, unavoidably, <b>the local authorities lack the necessary resources</b>, skills, programming, implementing and accounting abilities. <b>Most donors' programmes include support for local government and decentralisation, including a significant component of capacity building.</b></p> <p><b>Local Governments are funded</b> by a combination of own revenue, and conditional grants from the national budget. With the inception and growth of the PAF, conditional grants have become much more important and their release is conditioned by satisfactory accountability every quarter. The increasing number of conditional grants has proved to be unnecessarily complex. A reform should be operational by FY 2002/03 that will simplify transfers into three categories: a recurrent transfer system, a development transfer system, and a pilot project transfer system. "</p> <p>"Macroeconomic support in the form of general budget support is fully coherent with the Cotonou Agreement. In Uganda, the Poverty Eradication Action Plan (PEAP)/Poverty Reduction Strategy Paper (PRSP) has been fully endorsed by the BWI and has a clear emphasis on poverty reduction within an effective public expenditure framework. GoU, thanks to the Medium Term Expenditure Framework (MTEF), targets quite efficiently budget allocations to activities and programmes that will contribute most to the goals of the PEAP. <b>The process is largely participatory and embedded in the decentralisation and is supported by regular reviews that involve all the stakeholders from NGOs to donors.</b> The participatory process used to develop the PEAP considerably broadened country ownership of the reforms and brought in a large number of stakeholders who will support their implementation. In addition, the mechanism and monitoring process of the Poverty Action Fund (PAF) ensures even further that the funds earmarked for poverty eradication will never be fungible and cannot be diverted away from priority spending lines, even if GoU was to experience dramatic revenue shortfall."</p> |
| <p><b>Evidence on the progress in the national decentralisation process</b></p>      | <p><b>The decentralisation process in Uganda is well advanced</b>, with ample powers and service delivery responsibilities formally delegated to Local Governments. However, the abolition of the 'graduated tax' has reduced <b>revenue to Local Governments</b> and left them more dependent on transfers from central government.</p>                                                                                                                                                  | <p><b>Decentralisation</b><br/> "Since coming to power in 1986 NRM Government has taken significant steps to <b>decentralise power to Local Governments (LGs)</b> in fulfilment of its commitment in its Ten Point Programme to establish popular democracy in the country.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Dimension to analyse                                                                                                                                              | Second period                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                   | <p>Also, the creation of many new districts (up from 56 to 80) in 2005-2006 has put a strain on the organisational and financial capacities of some districts to provide effective services. Meanwhile, the <b>decentralisation process</b> is strongly supported by the Development Partners who (including the Delegation) have signed an MOU for the implementation and monitoring of the LGSIP 2006-2016.</p> | <p><b>Decentralisation</b> is not regarded merely as a policy goal that is intended to shift responsibility for development to local authorities, but as a <b>policy instrument</b> that will establish <b>local democracy and improve accountability</b>, efficiency, equity, effectiveness and sustainability in the provision of social services across the country. <b>The implementation of decentralisation</b> has been sequenced through several practical steps, of which six require special mention. First, Resistance Councils were established in NRM's areas of operation during the guerrilla war, and then replicated throughout the country when the NRM regime Government came to power in 1986. Second, a Commission of Inquiry was set up in August 1986 to review the <b>Local Government System</b>, and it recommended in its report of July 1987 that powers should be extensively decentralised to LGs to revise the adverse effects of earlier centralising tendencies. Thirdly, in 1992 Cabinet adopted devolution as the central plank of Uganda's decentralisation strategy, as opposed to mere <b>deconcentration or delegation of powers by the Central Government</b>. Fourth, the Resistance Councils Statute was promulgated in 1993, for the first time giving legal status to LGs in a decentralised setting. Fifth, <b>the decentralisation policy</b> was incorporated into the 1995 Constitution to ensure that its reversal could only be effected through constitutional revision. Finally, Parliament promulgated the LGs Act, 1997 (LGA) in which the roles, functions and powers of Central and LGs were extensively detailed to facilitate a smooth and synchronised implementation process. Currently, a comprehensive review of the LGA is being undertaken to refine this legislation even further.</p> <p>Because Uganda's <b>decentralisation policy is still in its infancy</b>, its implementation is being continuously refined to generate effective and sustainable institutions and processes that are custom-tailored to Uganda's specific circumstances. The following sections provide an overview of the progress that has been made to date, and the challenges that have to be addressed to successfully establish decentralised governance in the country."</p> |
| <p><b>Evidence on the analysis of the different dimensions of decentralisation and the priorities of the Government in terms of decentralisation process.</b></p> | <p>X</p>                                                                                                                                                                                                                                                                                                                                                                                                          | <p><u>Policy objectives</u><br/>         "The objective of this major policy change is to improve service delivery by shifting policy implementation away from an aloof, inefficient centre to the actual point of delivery; to promote good governance by emphasising transparency and accountability in the management of public affairs; to democratise society through promotion of inclusive, representative decision-making; and to alleviate poverty through collaborative efforts between Central and LGs, donors, nonGovernmental organisations (NGOs), the private sector and other stakeholders.<br/>         Today Local Government Councils (LGC) in Uganda are fully-fledged representative structures with extensive legislative, planning, revenue collection, budgeting and development management responsibilities and powers. These powers are anchored in the 1995 Constitution and the LGA, the two most authoritative documents on <b>Uganda's decentralisation policy and process</b>. The immediate and short-term objective of these measures is to provide LGs with critical information, skills and inputs to enable them to make a satisfactory start. It is expected that LGs will progressively gain competence as they refine their systems and processes to suit their individual circumstances in conformity with national laws and policies. "</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Dimension to analyse | Second period | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |               | <p><u>Financial decentralisation and fiscal transfers in Uganda</u></p> <p>"Since 1993, Uganda embarked on an extensive decentralisation process. Uganda presently has a multi system of local governance, rural and urban. <b>In rural areas</b>, local Governments comprises 56 districts, which delegate powers to counties (155), sub-counties (900), parishes (4000) and villages (45,000). <b>Urban areas</b> are governed depending on the size of their population, by city (10), municipality (130) and town councils (50). Furthermore, cities and municipalities are sub-divided into divisions (39) and wards. The capital city, Kampala, has taken on the status of a district. The different levels in LGs lead to substantial co-ordination costs among the various LGs. At present, it leads to the absorption of a fairly large share of the merger local revenue for funding administrative costs.</p> <p><b>The expenditure responsibilities of the districts and urban LGs</b> are broadly in line with those assigned to LGs in most highly decentralised systems. The sixth schedule of the constitution of 1995 gives them responsibility for all functions not explicitly assigned to each tier of government. More specifically, the central government is responsible for typical national public goods, such as law, order, defence, foreign affairs, monetary policy, natural resources and the regulation of all economic sectors. Moreover, the central Government retains the power of setting national guidelines and standards in most policy areas for which LGs are responsible. Taxes, fees, user charges and central government grants finance LGs. In addition, donors provide substantial resources, especially for capital investment, to a large number of them. Finally LGs are allowed to borrow from the banking system, within the constraints imposed by the LGA, although so far there has been little borrowing by LGs. Rural and Urban LGs have graduated tax as their main source of revenue and this accounts for about 80% of total revenue. The property tax is practically unexploited and produces only significant revenue only in a few urban local councils. Local taxes rates and fees are determined freely by LGs, with the advice of the LGs finance commission.</p> <p><b>Local revenue collections</b> are made by Sub-counties in rural Districts and by divisions in municipal and city councils. According to a detailed revenue sharing scheme by the Local Government Act of 1997, 35 percent of the total collections have to be transferred to Districts. Of the remaining 65 percent of collections, 5 percent has to be remitted to county councils, 5 percent has to be distributed among parishes and 25 percent has to be distributed to village councils. A formula based revenue sharing scheme is also available in the LGA for the distribution to division councils of revenues collected by the municipalities and cities.</p> <p>The Constitution has <b>four types of financing decentralisation in Uganda</b>. The Constitution has provided the <b>Grants system, which has four types of Grants to enable Local Authorities meet their obligations. The four grant systems are as follows.</b></p> <p><b>The unconditional grant</b> is the minimum grant paid to local governments to run decentralised services. Unconditional grants are the most important types of grants local authorities receive from the Central Government. Its importance does not lie in the amount that is received or transferred to Local Authorities but that Local Authorities have independence, to a great extent as to how they budget for this</p> |

| Dimension to analyse | Second period | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |               | <p>grant. The Local Authorities can determine their priorities taking into consideration the National Priority Programme Areas. Most LGs' priorities are similar to the National Priority Programme areas.</p> <p>The unconditional grants are paid to Districts, Municipal Councils and Town Councils only. The distribution of the unconditional grant to Districts, Municipal and Town Councils is done by a formula of population and area with weights of 85% and 15% respectively.</p> <p><b>The conditional grants</b> consists of moneys given to local governments to finance programmes agreed upon between the government and the local governments and are expended for purposes for which it was made and in accordance with conditions agreed upon. To date twenty-seven (27) conditional grants are transferred to local governments. The conditional grants are currently being paid to Districts only. This type of grant is supposed to be paid to local governments as a subsidy or special provision for the least developed districts and is supposed to be based on the degree to which a local government unit is lagging behind the national average standard for a particular service. It has taken the central government four (4) years since the Constitution came into force to start transferring this grant to local governments.</p> <p>LGs are required by the law to pass on the conditional grants and equalisation grants received from the central government to local government councils with a smaller jurisdiction or lower councils.</p> <p>It should be noted that the recurrent budget of the National budget has been decentralised to LGs first, the development budget was decentralised to LG starting FY 1999/2000.</p> <p>The so-called "Fiscal Decentralisation Study" carried out recently has recommended a simplification of the complex transfers system – its recommendations have been agreed by the Ministry of Finance, Planning and Economic Development and should be operationalised as a pilot basis from FY2002-03. "</p> <p><u>LGDP system</u></p> <p>"The District Development Project (DDP) and the subsequent Local Government Development Programme (LGDP) have developed a <b>framework that makes enhancing good local governance central to the implementation of development investments</b>. Both programmes provide <b>non-sector specific development grants to LGs according to a transparent formula</b>. LGs qualify to access these grants once they have achieved specified 'governance criteria'. The <b>governance criteria</b> are based on the requirements specified in the LGA and the Local Government Finance and Accounting Regulations, 1998 (LGFAAR).</p> <p>Central to the DDP/LGDP design are the annual assessments of Districts/municipalities, subcounties/divisions and town councils against the pre-set governance criteria (the so-called 'minimum access conditions') and performance criteria. The 'minimum conditions' determine whether a district or a sub-county is eligible to access the Local Development Fund. The performance criteria, assessed in retrospect determine whether a local government is eligible for a reward or penalty (i.e. whether the amount of the Development Fund is to remain constant to be</p> |

| Dimension to analyse                                                                                                                                                            | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>increased or decreased for the next financial year).<br/>           Districts which do not meet the minimum access criteria can still benefit from the <b>Capacity Building Grant</b> (a separate funding-line under DDP/LGDP) in order to assist them qualify for development funding in future. Sub-counties and districts are given incentives for good governance and service delivery through a reward and penalty system: those that perform well against the performance criteria receive an increase in their allocations in subsequent years (an additional 20%), whilst those which perform poorly get a reduction of 20%."</p> <p><u>Coverage</u><br/>           In FY 2000/01 12 Districts in addition to the 5 DDP Districts qualified for LGDP and are receiving <b>development grants</b>. All remaining districts (including 9 districts which have been receiving bilateral support) have just been assessed. Final results are not yet known, but it is expected that the majority of Districts will qualify to receive development grants in FY 2001/02. Those that do not qualify will receive capacity building support in FY 2001/02, and will be reassessed for FY 2002/03.</p> |
| <p><i>The CSP provides a fairly detailed political and institutional analysis of the role of the different actors in decentralisation and governance processes (yes/no)</i></p> | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><i>The CSP clearly identifies country specific risks and constraints (related to decentralisation) (yes/no)</i></p>                                                          | <p><u>Parallel governance systems:</u><br/>           "Weakening of traditional governance systems and <b>weak local institutions</b> have prevented pastoralists from reaching their full potential, while extreme poverty prevails. Pastoralists are poorly integrated in the political process and are highly suspicious of it.<br/>           Historically, colonial governments imposed order by hut-burning, judicial execution and confiscation of livestock. The colonial administration imposed a hierarchical system of chiefs, based on a model used in southern Uganda. This was alien to the traditional system, where decisions were reached by elders based on consensus, and the changes proved unpopular and unsuccessful (the first chief, Achia, was killed in 1923, when he defied elders). Although some chiefs and Local Councils have been pro-active peace builders, the ill-defined and anachronistic role of chiefs has contributed to confused governance in Karamoja. Under the Obote and Amin regimes, government forces committed repeated acts of atrocity against the people of Karamoja through militia operations by neighbouring tribes and national armies. Not surprisingly, there is a lack of respect for established laws in the Karamoja region.<br/>           Despite efforts to <b>reform by decentralising</b> there are major concerns over the quality, performance, transparency and accountability of <b>decentralisation systems</b>. Formal systems of governance run parallel to the traditional systems of governance in Karamoja."</p> | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2. The EC response strategy                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



| Dimension to analyse                                                                                                                                    | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Evidence on the type of entry point/ approach adopted to support decentralisation</b></p>                                                         | <p><i>Decentralisation has almost disappeared from the EC cooperation strategy.</i></p> <p><u>Utilisation of the B-envelope</u><br/>           "The amount of the B-envelope has been reduced to 38.5 million. Funds have been used by ECHO for humanitarian activities, and for the Northern Uganda Rehabilitation Programme (20 million). This latter project, which is ongoing, is based on the 'Linking Relief, Rehabilitation and Development' (LRRD) approach and it aims to link peace building and <b>support to local governments and civil society to rehabilitation and reintegration activities in Northern Uganda and Karamoja.</b>"</p> | <p><u>EC response strategy</u><br/> <b>"Non focal sectors for co-operation</b><br/>           - ( 9% of the A-envelope) GoU has undertaken actions that focus on improving public service delivery in the context of decentralisation by reducing corruption and ensuring law and order. <b>Commission support will target the administrative decentralisation process</b>, the judiciary reform, human rights and non-state actors. "</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Type of objectives pursued by the EC support to decentralisation</b></p>                                                                          | <p>X</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>X</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>The CSP clearly illustrates an evolution of the EC approach to the support to decentralisation over time (if yes, please briefly explain)</b></p> | <p><i>Decentralisation has almost disappeared from the EC cooperation strategy.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p><u>From CSP2</u><br/> <u>Support to decentralisation</u><br/>           "The EC has acquired experience in dealing with the poorest and most conflict-affected districts, where service delivery by Local Government is weak. <b>The 8th EDF Micro projects programme</b> (15 million), and the Acholi Programme (4 million), as well as the <b>STABEX-funded Karamoja Programme</b> (4.7 million), are examples of the support provided in Northern Uganda. Experience has shown that coordination efforts amongst donors are needed in order to facilitate the transition from the emergency phase to the development phase, and to actively support the development of a national framework for rehabilitation and reconstruction in Northern Uganda. <b>The 9 EDF Support to Decentralisation Programme aimed at building the capacity of local governments and enhancing local governance</b> through poverty resource monitoring and downward accountability."</p> <p>Projects and programmes outside focal sectors<br/>           - <i>Governance</i><br/>           "Governance measures under the 9th EDF and community budget lines have focused on human rights, access to justice, fight against gender-based violence and child abuse, resolution of ethnic conflict, indigenous peoples' rights, civic education and democratic processes, <b>and support to decentralisation</b>. The total amount of governance support under the 9<sup>th</sup> EDF and Budget Lines is over 30 million. Particular attention has been paid to improving the functioning of key governance institutions (e.g. local government, justice, law and order institutions) and to <b>strengthening the role of civil society</b> in areas of Northern Uganda and Karamoja affected by the conflict. Close linkage with the 9 EDF Northern Uganda Rehabilitation Programme, funded under the B-envelope, has been ensured. Also, the EC supported the work of domestic election observers during the elections in 2006, in addition to the deployment of the EU Election Observation Mission (funded by the EU budget)"</p> |

| Dimension to analyse                                                                                                                             | Second period | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                  |               | <p><u>CSP1 An overview of past and ongoing EC co-operation</u><br/> <b>Decentralisation</b><br/>           "Some of the programmes funded on a sector and/or geographical basis were effective contributions to the implementation by districts of key policies <b>in the areas of health, education, water and feeder roads</b>. Tangible results have been achieved through the <b>provision, in addition to budgetary support to some districts, of capacity building to strengthen capacity in planning, training, conducting participatory needs assessments and by increasing community mobilisation through micro-projects</b>. The Acholi project and the second phase of the Karamoja project build on these experiences by injecting development funds into the local government systems, supporting projects identified by communities and the lower level government system, aimed at building capacity to provide better quality services. Efforts are being made to integrate decentralised support with existing local government structures."</p> <p><b>Health</b><br/>           "Under the 7<sup>th</sup> and the 8<sup>th</sup> EDF, financial support from the NIP towards health, together with specific budget lines and regional projects, has increased. <b>Within the context of decentralisation, district health systems and partnerships with civil society were strengthened</b>, through the creation of district health management teams and community mobilisation activities. "</p> |
| <p><b>Evidence on the type of actors targeted by the EC support (government, local governments, LG associations, other non-state actors)</b></p> |               | <p>Local authorities</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Evidence on the type of modalities chosen by the EC to support decentralisation (project, pool funding, budget support)</b></p>            | <p>X</p>      | <p><u>EC cooperation in Capacity building for good governance</u><br/> <i>Long term targets:</i><br/> <b>Improving service delivery and decentralisation</b>, reducing corruption ensuring law and order."</p> <p><i>EU interventions objectives</i><br/> <b>"- Decentralisation</b><br/>           - Strong and reliable accountability for <b>decentralised public spending</b><br/>           - District and sector plans adequately reflect community priorities, while participatory approaches are coordinated. Quality and quantity of service delivery and facilities as identified by the local communities increased."</p> <p><i>The decentralisation component</i><br/> <b>Most sector programmes embody a strong decentralisation component.</b><br/>           Successful implementation will require improving the capacity of local governments in effective planning, management, and implementation of related policies and programmes. The support identified in the framework of the 9th EDF will primarily be through <b>capacity building at district and lower levels through budget support.</b></p>                                                                                                                                                                                                                                                                                                                                                                                          |

| Dimension to analyse                                                                                                                                           | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Such support will increase the resources available to existing GoU programmes such as the Local Government Development Programme (LGDP) and the Economic and Financial Management Programme (EFMP II) strategies and objectives. Under the 9 EDF, an A-envelope contribution of 10 million € is foreseen.</p> <p>The <b>decentralisation process</b> will be gradually fully taken on board in the current EC programmes focusing on specific districts (MPP), in line with the policies adopted by GoU.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Evidence on the type of channels chosen by the EC to support decentralisation (UN, Dvpt Banks, Government, NGOs)</b></p>                                 | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Evidence on support to decentralisation through GBS</b></p>                                                                                              | <p>"<b>General budget support</b> has helped poverty reduction, leading to gains in budgetary and operational efficiency. It has also facilitated an increase in the funding of local government services and service delivery, which would not have happened to the same extent with alternative aid modalities. It has also had a positive impact on harmonization and alignment. The OECD/DAC evaluation of this instrument highlighted these lessons in 2006."</p>                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>"In sectors and geographical areas of on-going EC funded interventions, some <b>capacity building projects in support of local governments</b> are already under way. The corresponding funds will be channelled as much as possible through <b>budgetary support</b> to increase <b>local authorities'</b> ownership of the process, provided that these same authorities are in a position to fulfil their accountability obligations vis-à-vis the central government."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Evidence on Lessons learnt from past cooperation</b></p>                                                                                                 | <p>"Experience has shown that coordination efforts amongst donors are needed in order to facilitate the transition from the emergency phase to the development phase, and to actively support the development of a national framework for rehabilitation and reconstruction in Northern Uganda."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>The EC response strategy section of the CSP contain explicit evidence on the alignment of the EC support to Government priorities and procedures</b></p> | <p><u>Description of the political dialogue with the partner country</u></p> <p>"The relationship between the European Union and Uganda is based on the ACP-EU Partnership Agreement signed in 2000. Article 9 of the Agreement on "essential and fundamental elements" and Article 8 on the political dialogue both focus on these elements. It covers issues of peace building and conflict prevention and resolution (Article 11). In the framework of the political dialogue under Article 8 of the Cotonou Agreement, regular meetings are held with the Minister of Foreign Affairs and other ministers. The agreed subjects of the dialogue include democratisation (transition to multiparty democracy, elections), good governance (rule of law, human rights, press freedom, corruption, <b>decentralisation</b>), and conflict resolution (in Northern Uganda and in Karamoja)."</p> | <p><u>The decentralisation policy</u></p> <p>"<b>The decentralisation policy of the Government was incorporated into the 1995 Constitution</b> to ensure that it could only be reversed through constitutional revision. <b>The Local Governments Act</b> promulgated by Parliament in 1997 is currently under review to refine it further.</p> <p>The key challenge this policy is facing is the <b>lack of capacity of local governments</b> for effective planning, management, and implementation of related policies and programmes. The support identified in the framework of the 9th EDF will mainly consist of <b>capacity building at district and lower-level local government</b> by providing local governments primarily <b>through budget support</b> with tools to enable them to handle decentralised services and ensure good governance by increased accountability and democratic participation. Such support will increase the resources available to existing GoU programmes such as the Local Government Development Programme (LGDP) and the Economic and Financial Management Programme (EFMP II)."</p> <p><u>The poverty eradication action plan</u></p> <p>"(ii) <i>Ensuring good governance and security</i></p> <p>Good governance and security are essential for making progress in the first three pillars. Actions detailed under the fourth pillar focus on <b>improving public service delivery and decentralization</b>; reducing corruption; ensuring law and order and security; and providing disaster management. To improve the service delivery on the ground, <b>Government has decentralised the delivery of health, education, water</b></p> |

| Dimension to analyse                                                                   | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>and agricultural extension services to local governments.</b> The key challenge facing this effort is <b>improving the capacities of local governments</b> for effective planning, management, and implementation of related policies and programmes. The Government plans to address these concerns by the introduction of results-oriented management, pay reform and by <b>strengthening bottom-up accountability.</b> Further, to improve law and order and security, the Government plans to launch a criminal justice sector reform; seek resolutions to the remaining internal and regional conflicts; and develop a national strategy to improve the country's ability to respond to disasters (such as drought, floods and conflict)."</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>3. Consultative and Coordination mechanisms + Complementarity with other donors</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Evidence related to the analysis of other donors support to decentralisation</b>    | <p><u>Belgium</u>: Assistance is provided under Indicative Bilateral Cooperation Programmes. Several projects that are currently being implemented date from the previous programme (1995-2004). The current programme (2005-2008) earmarks a total of 24 million for interventions in the areas of <b>decentralization (4 million)</b>, health (8 million), environment (2 million), education (1 million), private sector development (1 million), and good governance (2 million).</p> <p>Belgium is supporting the division of labour exercise and plans to concentrate in future on sectors in which are believed to have a comparative advantage, i.e. health, <b>decentralization</b>, and environment.</p> <p><u>Netherlands</u> has no formal bilateral agreement with Uganda. Instead, there are contracts regulating the different forms of development aid granted by Netherlands. These are of an administrative nature, and do not cover policy issues. Netherlands provides aid of around 42 million per year. Just over half of the portfolio is in the form of general budget support with the emphasis on education (10.9 million) and JLOS (5 million), with tranches that are both earmarked (linked to satisfactory reviews of sectors concerned) and un- earmarked. In the last two years there have been cuts (of 6 million) in this form of aid, diverted to humanitarian aid for Northern Uganda. Support is also provided to <b>decentralization</b> (4 million), to the revenue authority (0.7 million), to the public procurement agency (1 million), to agriculture services (1 million), to a bursary scheme for the North (2 million), and to NGOs (1.7 million). In addition, humanitarian aid (of 9.3 million) is also provided (via UN agencies and NGOs)."</p> | <p><u>The Netherlands</u><br/> "The co-operation programme contains the following elements (with annual amounts) among wick:<br/> <b>c. Local Governance</b><br/> o <b>Budget support to the districts</b> (linked to LGDP) EUR 5,3 million<br/> o <b>Technical Assistance to the Districts</b> EUR 0,7 million<br/> o Retrenchment fund EUR 0,4 million<br/> o Contribution to CEFORD EUR 0,3 million<br/> o Contribution to NAADS EUR 1,2 million<br/> - Cross cutting programmes<br/> - Support to the central Tender Board EUR 2,27 million<br/> - Support to the Office of the Auditor General EUR 1,0 million<br/> - Public Service reform Programme: (No reservation yet)"</p> <p><u>World bank</u><br/> WB will finalise (by August 2001), the PRSC that will cover two PEAP/PRSC cycles. The performance indicators will first focus (PRSC I) on the improvements in public service delivery, in education, health, water and sanitation. The release of the tranches will be triggered by the achievement of measurable results in these three sectors but also in corruption and good governance. The PRSC's pillars will not focus initially on the third goal of the PEAP. Subsequently PRSC II will focus on public services that will facilitate widespread rural development, and <b>build local government.</b> It will also focus on increasing the ability of the poor to raise their incomes (Goal 3 of the PEAP), through comprehensive rural development. Both phases of PRSC will provide general budget and financial support to GoU."</p> |
| <b>Evidence related to specific coordination mechanisms with EU MS exists</b>          | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>A donor matrix exists</b>                                                           | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | YES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>A donor matrix explicitly</b>                                                       | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Dimension to analyse                                                                                                  | Second period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | First period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>mentioning decentralisation exists (yes/no)</i>                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Evidence on coordination or consultative mechanisms                                                                   | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>4. The EC response strategy in traditional sectors (health, education, natural resource management, transport)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Evidence on mentions to decentralisation in the EC response strategy related to traditional sectors                   | <p>"Institutional weaknesses for environmental protection were identified during the NEAP process. Subsequently, the National Environment Management Policy advocated a new institutional structure, the National Environment Management Authority (NEMA) which was provided for in the NES. NEMA is located under MWLE and is the principal agency for the management of the environment with the express mandate to coordinate, monitor and supervise all activities in the field of the environment. It is horizontally linked to the lead agencies in the environment sector, and vertically to the local government structure, the private sector, and civil society. NEMA is not sustainably funded. NEMA is in the process of developing natural resource indicators. Macro-economic indicators which measure development policy/strategy impact have been developed for; wetlands, forests, water, fisheries, wildlife and land, tend to reflect PEAP criteria.</p> <p><b>The Local Government Act 1997 provides for the devolution of governance from the centre to the districts and lower levels.</b> The District Council is the highest level of governance at sub-national level. One of its roles is to ensure the integration of environmental issues in the development planning process. Environment committees are also established at sub-county, parish and village levels, although the lowest level of government is the sub-county. The district environment committees are expected to ensure that environmental concerns are integrated into district plans and projects, formulate bye-laws, promote dissemination of environmental information and prepare the district state of environment reports annually. Most districts have formed environment committees and prepared their first and subsequent state of environment reports with the technical assistance of NEMA. <b>However, the capacity of the environment committees at various levels of local government is still weak.</b></p> <p><b>Central government continues to devolve power to local government</b> and has provided some resources for the preparation of parish, sub-county and district environment action plans, which eventually should be incorporated into their respective development plans. <b>Fisheries decentralisation</b> has provided good opportunities for community participation but still suffers from capacity issues. In general decentralisation has had a negative effect on biodiversity."</p> | <p><u>"Plan for the Modernisation of Agriculture (PMA)</u><br/> <b>In the context of the decentralisation process,</b> the implementation of PMA activities will fall under the overall responsibility of districts. To avail this, a new non-sectoral conditional grant has been created to ensure the revitalisation of agriculture and other poverty reduction programmes. This grant will be channelled, upon completion of certain conditions, at sub-county and district level for local governments to enhance bottom-up planning and budgeting. Monitoring and supervision facilitation at district level will be provided according to PAF requirements.</p> <p><b>Most sector programmes embody a strong decentralisation component.</b><br/> To improve the service delivery on the ground, <b>Government has decentralised the delivery of health, education, water and agricultural extension services to local governments."</b></p> |
| <b>5. Other relevant information</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## **Annex 7: Country Level Evaluations analysis**

---

## Table of contents

---

|          |                                                                         |            |
|----------|-------------------------------------------------------------------------|------------|
| <b>1</b> | <b>Introduction .....</b>                                               | <b>284</b> |
| <b>2</b> | <b>EQ &amp; JC directly related to decentralisation .....</b>           | <b>285</b> |
| <b>3</b> | <b>Decentralisation in sectoral EQs .....</b>                           | <b>289</b> |
| <b>4</b> | <b>Conclusion and recommendations related to decentralisation .....</b> | <b>294</b> |
| <b>5</b> | <b>Annex: Overview of evaluation matrices in CSEs analysed .....</b>    | <b>299</b> |

### List of Tables

|         |                                                                                                                                 |     |
|---------|---------------------------------------------------------------------------------------------------------------------------------|-----|
| Table 1 | Overview of scrutinised documents for the CSE analysis .....                                                                    | 284 |
| Table 2 | EQs on decentralisation or governance issues with specific Judgment criteria related to the EC support to decentralisation..... | 285 |
| Table 3 | Overview of how issues related to the support to decentralisation or local governance were mainstreamed in sectoral EQs.....    | 289 |
| Table 4 | CSEs with a specific conclusions or recommendations dealing with the EC support to decentralisation or local governance .....   | 294 |
| Table 5 | Overview of evaluation matrices in CSE analysed .....                                                                           | 299 |

## 1 INTRODUCTION

The analysis of EC Country Level Evaluations (/Country Strategy Evaluations - CSE) is a tool helping to analyse how aspects related to decentralisation feature in recent CSEs<sup>1</sup>. The analysis focuses on CSEs that were finalised for the sample countries after 2005. The table below summarizes the documents analysed.

Although evaluation reports exist for Kenya, Papua New Guinea and the DRC (and were considered by the evaluation team for other desk activities), it was decided to exclude them from the present systematic analysis because of their particular format (reports not structured by evaluation question<sup>2</sup>) and the type of information provided in them (general information focusing on the programming cycle rather than on the contents of the interventions and, above all, covering a period that is mainly out of the scope of the present evaluation).

*Table 1 Overview of scrutinised documents for the CSE analysis*

| Country                        | Region        | CSE's year of publication |
|--------------------------------|---------------|---------------------------|
| Benin                          | Africa        | 2005                      |
| Cambodia                       | Asia          | -                         |
| Colombia                       | Latin America | -                         |
| Congo (Democratic Republic of) | Africa        | -                         |
| Guatemala                      | Latin America | -                         |
| Haiti                          | Caribbean     | -                         |
| Honduras                       | Latin America | 2010 - Desk report        |
| Jordan                         | ENP           | 2007                      |
| Kenya                          | Africa        | -                         |
| Lebanon                        | ENP           | -                         |
| Madagascar                     | Africa        | -                         |
| Mali                           | Africa        | 2006                      |
| Nicaragua                      | Latin America | 2009                      |
| Papua New Guinea               | Pacific       | -                         |
| Peru                           | Latin America | -                         |
| Philippines                    | Asia          | 2010                      |
| Rwanda                         | Africa        | 2006                      |
| Senegal                        | Africa        | 2010                      |
| Sierra Leone                   | Africa        | -                         |
| South Africa                   | Africa        | -                         |
| Tanzania                       | Africa        | 2006                      |
| Uganda                         | Africa        | 2009                      |

Note: In parallel to the systematic analysis, the evaluation team extracted relevant information for each of the 8 evaluation questions of the present evaluation. As the nature and the quantity of the information collected vary from one CSE to another, it was decided to not present and analysed all this information in a systematic approach. The information is instead used directly in the core text of the answers to the evaluation questions.

<sup>1</sup> A Country Strategy Evaluation is an evaluation of all EC support to a country, including the specific assistance strategy or strategies for the country and their implementation.

<sup>2</sup> For more details on the Methodology developed by the DG DEVCO Evaluation Unit, see: [http://ec.europa.eu/europeaid/evaluation/methodology/guidelines/gui\\_en.htm](http://ec.europa.eu/europeaid/evaluation/methodology/guidelines/gui_en.htm)



## 2 EQ & JC DIRECTLY RELATED TO DECENTRALISATION

Table 2 EQs on decentralisation or governance issues with specific Judgment criteria related to the EC support to decentralisation

| Country  | Specific EQ                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Specific JC(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Specific Indicator(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin    | <p><b>One specific EQ:</b><br/>EQ7 Dans quelle mesure les interventions de la Commission ont-elles contribué au processus de décentralisation?</p>                                                                                                                                                                                                                                                                                                                            | <p>For EQ7:<br/>JC 7.1 La décentralisation est effective.<br/>JC 7.2 Les communes disposent de moyens pour assurer durablement leur rôle.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>For JC 7.1, the indicators are:<br/>- L'existence et l'application ou non de la législation.<br/>- L'état d'avancement de la mise en place des administrations communales.<br/>- L'état des besoins des communes en matière de ressources humaines et financières et d'appui technique.<br/>- Ajustement des relations entre les communes et les autres niveaux de pouvoirs.<br/>- La coopération et le partenariat dans le soutien au processus de décentralisation, notamment avec les acteurs non étatiques (ANE).<br/>For JC 7.2:<br/>- Evolution des ressources humaines et financières.</p>                                                                        |
| Honduras | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Decentralisation is part of the EQ on Budget support.</b> The EC supports the decentralization policy through Budget support (PROADES). Decentralisation is no longer a priority for the GoH and public decentralisation policy is increasingly inadequate and ineffective.</p> <p><b>EQ 7 on Budget Support</b><br/><i>PROADES was designed to support the decentralization policy through support to PRODEL and the Ministry of Government and Justice (SGJ). As decentralization is no longer a priority for the GoH, it is not surprising that no more than half the funds committed by EC have been effectively disbursed, that the funds disbursed have scarcely been transferred to SGL and PRODEL, and that the indicator assessments show very little progress in the application of this policy. Public decentralisation policy is increasingly inadequate and ineffective.</i></p> | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Jordan   | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Mali     | <p><b>One specific EQ (EQ4) :</b><br/>Dans quelle mesure les interventions de la Commission et de la France dans le domaine de la décentralisation ont-elles contribué (i) au transfert de moyens et de compétences vers les niveaux régionaux et communaux, (ii) à améliorer les investissements au niveau des entités décentralisées et (iii) à la participation effective de la société civile aux affaires locales?</p> <p><b>EQ5 ( Développement institutionnel)</b></p> | <p>For EQ4<br/>JC 4.2 Les autorités maliennes ont tracé le cadre institutionnel, législatif et réglementaire permettant de consolider le processus de décentralisation.<br/>JC 4.3 Les interventions de la Commission et de la France ont de manière générale contribué à développer les capacités de gestion des CT, en particulier en termes de planification et de financement dans la fourniture d'infrastructures et de services à leurs habitants.<br/>JC. 4.4 La durabilité des interventions des CT dans le développement local est assurée.<br/>JC 4.5 Les interventions de la Commission et de la France ont contribué à la structuration de la société civile, renforcé la participation et l'adhésion des citoyens au processus de décentralisation, conditions de l'adéquation des interventions des CT à leurs besoins</p>                                                            | <p>For JC 4.2., example of indicator:<br/>I 4.2.3 Existence de mécanismes de mise en œuvre des décrets (juin 2002) relatifs au transfert des compétences et des ressources de l'Etat aux CT dans les secteurs de l'éducation, la santé et l'hydraulique.<br/>Exemples for JC 4.3.:<br/>I 4.3.1 Niveau et mécanismes de financement des CT pour le développement local.<br/>Exemples for JC 4.4.:<br/>I 4.4.1 Evolution quant à la prise en compte par les CT de la question de la durabilité dans l'élaboration et la mise en œuvre des plans d'actions de développement local<br/>Exemples for JC 4.5.:<br/>I 4.5.1 Existence ou non de mécanismes et de procédures de</p> |

|             |                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             |                                                                                                              | <p>prioritaires.<br/> <i>JC 4.7 Les interventions de la Commission et de la France ont contribué à améliorer la bonne gouvernance et à rendre plus efficaces et effectives les structures publiques dans: i) leur rôle de tutelle des CT ii) leurs missions déconcentrées de service public, iii) leur mission d'appui- conseil aux CT.</i></p> <p><b><u>For EQ5 ( Développement institutionnel)</u></b><br/> <i>CJ 5.1 L'appui institutionnel apporté par la France et la CE a contribué au renforcement des capacités de gestion des administrations ou organisations bénéficiaires</i><br/> <i>I 5.1.4 Taux d'utilisation des moyens et matériels financés, qualité de la maintenance, répartition de ces équipements dans les services déconcentrés.</i><br/> <i>Les moyens matériels et humains mis à la disposition des administrations économiques et financières ont largement contribué au renforcement de leurs capacités de gestion et à l'amélioration de leurs performances. Les principaux résultats ont été obtenus en matière de modernisation de la Douane et de préparation pour la déconcentration des services du Trésor ainsi que pour la centralisation des opérations comptables des collectivités territoriales (CJ 5.1 à 5.3).</i></p> | <p><i>gestion financières et budgétaires transparents et participatifs aux différents niveaux des CT.</i><br/> <i>Exemples for JC 4.7.:</i><br/> <i>I 4.7.1 Evolution dans la définition du rôle et de l'effectivité du contrôle de tutelle sur les CT.</i><br/> <i>I 4.7.5 Niveau d'implication des services déconcentrés dans le processus de préparation des Plans d'action locaux (PDESC, Plan de Développement Régional Mopti).</i></p>                                                                                                                                                                                                                                                                                                                                                                              |
| Nicaragua   | No                                                                                                           | <p><b>One specific JC in EQ8 on CCI<sup>3</sup>:</b><br/> <i>JC 8.3 The EC interventions have taken into account and promoted decentralisation of the State</i></p> <p><b>One indirectly related JC in EQ3 on good governance</b><br/> <i>JC 3.2 The Commission adopted a multi-actor and a multi-level approach to supporting good governance</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>For JC8.3 (CCI), example of indicators:<br/> <i>I 8.3.1 Explicit reference to promotion of decentralisation in the formulation of non-specific interventions</i><br/> <i>I 8.3.2 Number of measures promoting decentralisation within the implementation of non-specific interventions</i><br/> <i>I 8.3.3 Number of interventions targeting the promotion of decentralisation</i></p> <p>For EQ 3 (on good governance), there are two specific indicators on decentralisation:<br/> <i>I 3.2.2 Evidence of EC respect for - and dialogue with - the different actors, at the different levels of governance (national/regional/local authorities)</i><br/> <i>I 3.3.5 Evolution of participation of regional and local governments, and civil society organisations in official consultations (participation)</i></p> |
| Philippines | <b>The EQ5 on good Governance</b> only indirectly addresses issues related to decentralisation. <sup>4</sup> | <p>EQ5 on <b>good governance</b>:<br/> <u>JC 5.1.3 Strengthened capacity of institutions including local</u></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

<sup>3</sup> EQ8. To what extent were issues related to gender, environment and decentralisation taken into account in the design and implementation of the interventions?

<sup>4</sup> In line with the Philippine Government's Medium Term Development Plan (MTDP), 1999 – 2004 in which reforming governance was a priority area The CSP 2002-2006 addressed governance with a focus on achieving a more equitable sharing of responsibilities and resources with local governments units, reinforcing the partnership with Non-State Actors (NSAs) and private sector and addressing criminality and corruption. The EC did not opt for governance projects in the 2007-2010 NIP other than the SPF II and mainstreaming governance in all other programmes, since the large governance projects of the 2006-2006 CSP had only been coming on stream at that time. [...]. The aim of this question is to

|          |                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                    |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
|          |                                                                                                                                                                                                                                                                                                                                                                                                             | <p>government units, decentralized public agencies, the Judiciary and NGOs- Findings:</p> <p><b>Needs analyses for the capacity building of local government units, decentralized public agencies, the Judiciary and NGOs have evidently taken place in the case of the governance-related capacity building projects CPP and AJ and also with regard to HSPEP, Bureau of Customs (BoC) within TRTA 1, the Anti-Money Laundering Project and the Philippine Border Management Project (Indicator 5.3.1).</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                    |
| Rwanda   | <p><b>One EQ</b> on decentralisation and rural development:<br/>EQ 8: <i>Dans quelle mesure l'appui de la CE à la décentralisation et au développement rural a-t-il contribué à la recapitalisation du monde rural</i></p> <p><b>One EQ</b> on Good governance partially related to decentralisation:<br/>EQ 7: <i>Dans quelle mesure la CE a-t-elle contribué au rétablissement des institutions ?</i></p> | <p><b>For EQ8:</b><br/><i>Constat – L'aide de la CE en faveur de la réduction de la pauvreté rurale repose sur un travail effectué localement selon un processus inspiré de la culture traditionnelle. Ce travail est cependant peu connecté avec l'échelon intermédiaire (district), et il en résulte que le programme est limité à la réalisation d'activités très locales et peu techniques. La liaison entre le traditionnel et le moderne se fait peu.</i></p> <p><b>For EQ7:</b><br/><i>Constat – La cellule, échelon de base de l'action collective a été consacrée et renforcée par d'importantes politiques qui s'enracinent dans la culture rwandaise, et auxquelles la CE a fortement contribué. Le district, échelon intermédiaire le plus important, a eu une capacité excessivement faible jusqu'à la date de cette évaluation. Il est sous le contrôle du Gouvernement beaucoup plus que des niveaux proches du terrain. La capacité des districts est en cours de renforcement par le biais de réformes politiques très ambitieuses. La CE n'a pas contribué à ces réformes. Elle a prévu d'appuyer les investissements des districts et devrait pouvoir le faire dès que les réformes porteront leurs fruits.</i></p> | n/a (no indicators explicitly described in the documents analysed) |
| Senegal  | No                                                                                                                                                                                                                                                                                                                                                                                                          | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | No                                                                 |
| Tanzania | No                                                                                                                                                                                                                                                                                                                                                                                                          | No - but decentralisation is one dimension of <b>EQ 9 on the promotion of good governance</b> (judgment criterion used in final report: <i>strengthening of the actors' capacity</i> )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | No                                                                 |
| Uganda   | No                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Yes, one JC in <b>EQ 7 on good governance</b><sup>5</sup><br/>JC 7.1: <i>There is an increased capacity of local governments to plan and deliver services that are responsive to local needs; and to manage public finance in a transparent and efficient manner).</i><br/><i>Answer: Strengthening the capacities of local governments in terms of skills and direct investments in key poverty areas, while simultaneously promoting citizen participation has been the EC's most significant contribution towards implementation of the GoU's decentralization</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | For JC 7.1<br>Moreover for EQ 4 on GBS, there is an indicator      |

assess to which extent the EC has contributed to improved governance both at national and local levels through specific interventions. As governance is covering a broad panel of issues, the analysis focuses on issues in which the EC has engaged most. Decentralization will not be part of the analysis as it is already being covered in the context of health in EQ 2.

<sup>5</sup> EQ7: To what extent has EC support contributed to good governance through the strengthening of institutional capacities for: 1) strong and reliable accountability for decentralised public spending; 2) enhancement of the rule of law; and 3) increased protection and respect for human rights?

|  |  |                                                                                                                                                                                                                                                                                                                      |  |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  |  | <i>policy. Added to this is the fact that the EC has concentrated this support in marginalized and conflict affected districts whose institutional capacities have hitherto badly affected service delivery levels. However, there remain gaps in the quality of service delivery at the local government level.</i> |  |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

### 3 DECENTRALISATION IN SECTORAL EQS

Table 3 Overview of how issues related to the support to decentralisation or local governance were mainstreamed in sectoral EQs

| Country  | Importance of decentralisation (inexistent; low; medium; high) | Type of information/ findings related to decentralisation in sectoral EQs and example of quotations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin    | High                                                           | <p>There are references to decentralisation in the EQs related to the <b>EC support in the rural development and health sectors</b>. In the rural development sector, the report highlights the fact that decentralisation is coherent with the general strategy of the EC in this sector. In the health sector, decentralisation constitutes a key objective of the EC support; however very little is said on how to achieve a proper linking between the support to decentralisation and the support to the health sector.</p> <p>Moreover, there is one conclusion referring to decentralisation in the <b>transport sector</b> (see Table 4 below).</p> <p><b>Décentralisation et développement rural</b> EQ 4<br/> <i>Après une longue période d'intervention dans le développement rural, la CE a évolué vers un retrait du secteur au profit d'un soutien actif au processus de décentralisation. Cette évolution était justifiée par la recherche d'un cadre structuré permettant une meilleure appropriation des interventions par les bénéficiaires à la base. Cette évolution vers la décentralisation est cohérente avec la stratégie générale de la Commission dans le développement rural. Le retrait du développement rural était également justifié par le grand nombre de bailleurs impliqués dans le secteur, ce qui est cohérent avec le principe de complémentarité</i><br/> <i>Mais dans les prochains mois, la CE sera amenée à s'impliquer davantage dans le secteur étant donné, d'une part, la nécessité de renforcer la cohérence entre les politiques nationales en matière de développement rural et les actions menées au niveau des communes et, d'autre part, l'engagement de la CE à apporter un soutien aux pays africains producteurs de coton.</i></p> <p><b>Health EQ2</b><br/> <i>Le programme 8ème FED d'appui à la politique sanitaire, dont la mise en œuvre vient de démarrer, s'articule autour de 2 objectifs spécifiques : l'amélioration de la qualité et de l'accessibilité des services de santé, surtout en faveur des plus pauvres, et l'utilisation des services. Les deux axes retenus sont l'appui à la décentralisation et au renforcement des zones sanitaires et le renforcement du partenariat entre les secteurs public et privé. Dans le cadre du renforcement de ce partenariat, la CE soutient notamment l'Association des œuvres Médicales privées Confessionnelles et Sociales (AMCES).</i></p> |
| Honduras | Medium                                                         | <p>There are references to decentralisation in the EQ related to the <b>EC support in Natural Resources and Food Security sectors</b>. Overall, EC support have allowed for <b>adequate participation of local actors in the management of natural resources</b>. In the framework of the Food Security Strategy, <b>the municipalities' capacity for local development planning and support to food security has increased</b>. However, the "FAO Semilla" project did not act in favour of municipalities or local organisations.</p> <p><b>EQ 2 on Natural Resources Achievements</b><br/> <i>JC 2.1 – Capacity and participation of local actors in management of natural resources have increased- Preliminary findings:<br/> The three interventions overall have allowed for adequate participation of local actors in various research, extension, collaboration and local development processes directed at improving NRM. These efforts have increased local capacities.</i></p> <p><b>EQ 3 on Food Security</b><br/> <i>JC 3.5 "The municipalities' capacity for local development planning and support to food security has increased".<br/> According to an EC source (Action Plan 2009), since 2007 the Food Security Strategy has consolidated the instruments and mechanisms that facilitate its implementation, and that in particular:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <i>the initiatives have been integrated under the Municipal Development Plans;</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|               |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               |        | <ul style="list-style-type: none"> <li><input type="checkbox"/> <i>sub-committees on land use and socio-productive initiatives have been set up to coordinate and harmonise the activities of the institutions involved in the prioritised municipalities;</i></li> <li><input type="checkbox"/> <b>municipal planning regulations</b> have been oriented towards sustainable management of natural resources;</li> <li><input type="checkbox"/> <b>planning of local economic development (Municipal Development Plans) has been strengthened.</b></li> </ul> <p>However, with respect to the “FAO Semilla” project, Monitoring Reports stated that <b>the project did not act in favour of municipalities or local organizations</b>. These reports strongly recommended improving this aspect of the intervention.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Jordan</b> | Medium | <p>The EC supported the government objective of poverty alleviation through a decentralised bottom up approach based on local development. This strategy is associated with a decentralisation reform.</p> <p><b><u>EQ on Jordanian Government’s priorities (G): main message and justification</u></b><br/> <i>The EC has accompanied the Government’s shift in its approach to poverty alleviation by promoting a decentralised “bottom-up” strategy based on local development in the poorest municipalities and by increasing the share of its financial commitments targeted at poverty alleviation (from 13% to 21%) whilst none of the four other targeted objectives had its share increased significantly .</i></p> <p><b><u>EQ on Poverty alleviation (P): main message and justification: A bottom-up approach to poverty alleviation and local development.</u></b><br/> <i>It must be stressed that local authorities have been weak in Jordan until now and very much involved in a top-down relationship with the Government. <b>The bottom-up approach is associated with a decentralisation reform, which represents a considerable change in the country’s governance</b></i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Mali</b>   | Medium | <p>There are references to decentralisation in the EQs related to the <b>EC support in the Health and Institutional development sectors as well as in the EQ related to CCI</b>.</p> <p>In the <b>health sector</b>, the report highlights the fact that most of the issues are still tackled at central level.</p> <p>Interestingly, the evaluation report also points out the fact that the strengthening of the state / the rule of law as well as the development of the environment sector have mainly been promoted through the support to decentralisation (there are considered as cross-cutting issues and should feature as such in the support to decentralisation).</p> <p><b><u>Synthèse EQ 10 (Santé):</u></b><br/> <i>La prise en compte de la problématique sanitaire reste cloisonnée au seul secteur de la santé, à un niveau central. Les PTF ne sont pas parvenus à insuffler une réelle intégration des problématiques de santé, décentralisation et formation.</i></p> <p><b><u>Synthèse EQ 14 (Thèmes transversaux) :</u></b><br/> <i>La promotion de l’Etat de droit s’est faite principalement par le biais de l’appui à la décentralisation et l’appui macroéconomique. Des résultats tangibles ont été observés dans ces deux secteurs, bien que le processus de réforme du système de gestion des finances publiques s’avère lent et que d’importantes carences subsistent dans ce domaine.</i><br/>   (...)   <i>La Commission continue à mener des interventions en faveur de l’environnement mais ces activités sont progressivement intégrées dans la politique de décentralisation. La Commission n’interviendra donc plus directement dans ce secteur où de nombreux bailleurs sont déjà présents.</i></p> <p>Note: In the EQs on <b>aid modalities</b> as well as on <b>Development partners’ co-ordination and complementarity</b>, the evaluation report points out that the EC support and the French cooperation are successful at local level, especially through technical assistance, and that DP’s interventions are complementary.</p> <p><b><u>EQ 12 - Efficience (aid modalities) and EQ13 (3C):</u></b><br/> <i>[...] les formes de coopération de proximité (FSD, co-développement, appui aux SFD, coopération décentralisée, Programme Concerté Santé Mali - PCSM, Programme de Développement Social Urbain - PDSU) obtiennent des résultats positifs et se développent puisque répondant directement à des demandes et des besoins concrets et immédiats des populations (sans intermédiaire de l’administration centrale). Les mécanismes de coordination liés à la décentralisation et aux secteurs sociaux sont plus anciens. Ils ont atteint un niveau de maturité en</i></p> |

|             |      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             |      | <p>termes de structuration, notamment avec la désignation d'un chef de file des PTF pour chacun de ces trois secteurs. Les résultats de cette coordination ne sont pas limités au partage d'informations sur les activités des bailleurs. <b>Les bailleurs se sont engagés à structurer leurs interventions autour des programmes sectoriels nationaux</b> (PADC, PRODESS et PRODEC), et atteignent un niveau de complémentarité satisfaisant.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Nicaragua   | Low  | <p>There is only one allusion to decentralisation in sectoral EQs. It corresponds to one indicator specifically related to decentralisation under the EQ on the <b>EC support in the education sector</b></p> <p>For EQ6 (on Education), there is one specific indicator on decentralisation: <u>Indicator 6.2.1 (EQ6 on Education), Number of schools with administrative autonomy and territorial decentralization</u></p> <p><i>The four dimensions of the NEP theoretically supported by PAPSE are: (i) <b>decentralisation</b>, (ii) support to teachers, (iii) secondary education reform, and (iv) support to Atlantic regions. The results pertaining to these four aspects of the National Education Plan which constituted PAPSE's specific objectives were not in line with expectations. The process of autonomy and decentralisation slowed down from 2005 and came to a halt in 2007 when the new government decided to reverse public policy on this issue. Whatever the autonomy principle permitted in terms of gains in quality, participation and efficiency has been lost in terms of equity since parents were contributing more (as education became more expensive) in the autonomous than in the non-reformed schools. The autonomy principle is at least in part incompatible with the principle of "free education for all" which is the goal of the new education policy.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Philippines | High | <p>There are references to decentralisation in the EQ related to the <b>EC support in the Health and rural development sectors as well as in the EQ related to vulnerable groups.</b></p> <p>In the health sector, Decentralisation in the Philippines has resulted in the fragmentation of the policy development process with the central level being responsible for development of national policies and standards while local governments are held responsible for policy implementation. Several recommendations are also related to decentralisation and local governance (see Table 4 below).</p> <p><u>EQ1 – To what extent has the EC cooperation programme in the Philippines been designed and implemented with a view to addressing the needs of the poorest/vulnerable groups?</u><br/> <i>It has repeatedly emerged, in the process of answering this EQ that decentralised resource allocation decisions are dominated by the clientalist political culture of the Philippines.</i></p> <p><u>EQ2 Health - To what extent has EC support to the Philippine Health Sector Programme contributed to an improved provision of basic health care services?</u><br/> <b><i>Decentralisation in the Philippines resulted in the fragmentation of the policy development process with the central level being responsible for development of national policies and standards while local governments are held responsible for policy implementation.</i></b><br/> <i>Support to HSPSP needs to take into account potential conflicting thrusts of the health SWAp and the ongoing capacity development for decentralization. The GTZ has been working through decentralized structures including the newly created ILHZ with their boards and technical management committees to favour participatory decision-making processes at the local levels.</i><br/> <u>Indicator 2.1.1 Favourable entry conditions for budget support operations were in place at the time of design of SBS operations, in the actual decentralized context.</u><br/> <i>(...)</i><br/> <u>Indicator 2.1.7 Implications of decentralization (1991 Local Governments Act) taken fully into account in designing HPSP. (Implications of special concern cover those for strategic and operational planning and budgeting; revenue / resource mobilization and collection, funds management, and procurement).</u><br/> <i>The health sector reforms are consistent with global trends towards universal health insurance coverage, <b>decentralization of service delivery</b>, and strengthening the stewardship capacity of Ministries of Health (DOH in the case of the Philippines).</i><br/> <b><i>Decentralisation in the Philippines has resulted in the fragmentation of the policy development process with the central level being responsible for development of national policies and standards while local governments are held responsible for policy implementation.</i></b><br/> <i>Decentralized structures cannot function properly without the awareness and commitment of local government structures. The establishment of functioning decentralized structures and services is a long-lasting process needing much time. The most important core stakeholders are the LGUs who need more advocacy and technical assistance in the longer run. The MTR comments that because of a highly centralized approach to the</i></p> |

|          |        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |        | <p>review and approval of the plans and delays in the releases of the programme funds, the provinces were not able to show much progress in terms of programme implementation.</p> <p><i>Indicator 2.4.1 Quality of health care issues addressed at local level</i><br/>(...)</p> <p><i>Indicator 2.4.4 Civil society involvement in health at local level increased</i><br/>(...)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Rwanda   | Medium | <p><b>See EQ8</b> on decentralisation and rural development and EQ7 on Good governance in table 2</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Senegal  | Low    | <p>There are only allusions to decentralisation in the EQ related to the <b>support from the EC and the Spanish cooperation in Casamance</b>, as well as in the EQ related to economic development.</p> <p><u>QE8 : Dans quelle mesure les actions de la CE et de la Coopération espagnoles ont elles contribué au développement régional en Casamance ? Dans un contexte de décentralisation, les interventions de la CE à travers un programme d'appui à la planification locale, participative, et de renforcement de la maîtrise d'ouvrage des collectivités se sont avérées novatrices, même si les moyens alloués l'étaient moins. Les actions de la Coopération espagnole à travers le PIARESPC ont permis d'accompagner la réforme de la décentralisation au niveau régional et de renforcer les ARD. Elles sont également justifiées au regard du contexte post conflit et de la nécessité de renforcer les communautés rurales dans leur capacité à arbitrer les conflits fonciers pour consolider la paix. Les interventions ont contribué à renforcer les capacités des collectivités locales à assumer leurs nouvelles fonctions. En revanche, à l'échelle régionale, même si la coopération espagnole (au côté d'autres PTF comme la GTZ) est très fortement impliquée dans la recherche d'une cohérence des interventions, la création d'une dynamique régionale rassemblant l'ensemble des acteurs et la prise en charge du pilotage stratégique semblent rencontrer plus de difficultés.</u></p> <p>JC.8.5. Les interventions de la CE et de l'Espagne ont renforcé les capacités des collectivités territoriales en Casamance et leur rôle dans l'orientation du développement régional.</p> <p><u>EQ3-Développement économique et intégration régionale</u><br/>la dimension locale est très présente dans les programmes de promotion économique au niveau local et <b>d'appui à la décentralisation</b> et au développement local appuyés conjointement par les deux coopérations.</p> |
| Tanzania | Low    | <p>There is only one allusion to decentralisation in the EQ related to the <b>EC support in the education sector</b>:</p> <p><i>"According to EC informants, (...) education policies and strategies also need to be more clearly <b>linked to major national reforms</b> such as fiscal decentralisation, public financial management and local government reform"</i></p> <p><b>Remark:</b> In the EQ on Development partners' co-ordination and complementarity, and more specifically in the section on the <b>competitive advantage of the EC in the education sector</b>, the evaluation report points out the EC special expertise in decentralisation:</p> <p><i>"Although no longer the formal leader of the donors' sub-group, the EC is still taking the lead in the formulation of sector budget support. It was able to secure a leading position among donors, recognised by government as well, as a result of the decision to dedicate an experienced and appropriately qualified project officer to the sector. This comparative advantage was significant especially in relation to the public financing and decentralisation issues which are critical to service delivery"</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Uganda   | High   | <p>Decentralisation and local governance has been mainstreamed in several sectoral EQs such as those related to <b>relevance</b>, EC's <b>Macro-economic support</b>, EC support in the <b>Rural Development</b> and <b>Transport</b> Sectors as well EC support to <b>NSA</b>.</p> <p><u>EQ2 - Consistency between the Objectives of EC Cooperation in Uganda and the Design of the Country Strategy, EC Development Polices, and the EC Intervention Frameworks</u><br/><i>Non-Focal Sectors (Governance/NSA): All of the interventions studied by the evaluation team in these sectors are coherent with the Uganda CSP under EDF9 as well as with EC's broader policies dealing with governance and the development of civil society. Examples include the Civil Society Capacity Building Programme; the <b>Support to Decentralization Programme</b>, and the Human Rights and Good Governance Programme.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |



|  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | <p><u>EQ4 -The Performance of EC's Macro-economic Budget Support</u></p> <p><i>At the <b>local government level</b>, the GoU enacted the "Local Government Finance Act" to ensure that all revenue, expenditure, assets and liabilities are managed efficiently/ effectively, and to define for the responsibility of persons entrusted with financial management. Other reforms include the decentralization of capital development expenditure and the introduction of the Integrated Financial Management System (IFMS). The implementation of new accounting regulations also provides tangible evidence of its resolve to rationalize the expenditure cycle.</i></p> <p><i>[...]The decentralization process in Uganda is being implemented with appropriate (i.e. planned) powers and service delivery responsibilities formally delegated to local governments. Local authorities, however, are expected to provide planned basic services without adequate funding, including from local revenue sources; in reality, they cannot. The increased conditional grants (mainly investment funds) have enabled local governments to finance investments in the social sector; however, being earmarked funds they have reduced the discretionary authority of local governments to use resources in areas where needs are greatest. Local governments, however, face problems in assuring the appropriate running and maintenance of infrastructures (ex. health, education, rural roads). The creation of new districts (there are now 80 in total) in 2005-2006 has contributed to a worsening of the financial situation of local governments (what is available has to be districts) and has created gaps in capacity.</i></p> <p><u>EQ5 - The Contribution of the EC to Improvement in the Rural Development Sector</u></p> <p><i>Responsibility for environment management has been <b>devolved to local governments</b> but they lack the capacity to implement, monitor and enforce the relevant policies.[...] The local governments' capacity to promote the sustainable management of natural resources has not been systematically promoted or monitored; progress made in the formulation of the Environment and Natural Resource Management Regime is limited</i></p> <p><u>EQ 6 - The Contribution of the EC to Improvement in the Transport Sector</u></p> <p><i>To what extent has EC support to transport contributed to increased safe and sustainable national and local transport networks, which promote: 1) improved access to rural areas;2) balanced regional development; and 3) regional integration?</i></p> <p><u>EQ8 - The Contribution of the EC to the Capacity Development of Non- State Actors</u></p> <p><i>NSAs' ability to mobilise communities' involvement in local governance processes, and particularly in resource monitoring, is progressing and has presented some good models, in part due to the research they were able to share (I 8.1.2). Both the 8th EDF Human Rights and Good Governance Programme and the CBSCP have supported the development, implementation and replication of the Poverty Resource Monitoring Tool (PRMT). In some of the districts where it has been applied, the tool has strengthened communities' ability to demand for accountability by facilitating their increased involvement in the planning, implementation and monitoring of service delivery. Sustenance of the local structures for resource monitoring however remains a challenge.</i></p> <p>Several recommendations are related to local service delivery (see Table 4 below).</p> |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 4 CONCLUSION AND RECOMMENDATIONS RELATED TO DECENTRALISATION

Table 4 CSEs with a specific conclusions or recommendations dealing with the EC support to decentralisation or local governance

| Country | Conclusions (text and number of the conclusion)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Recommendations (text and number of the recommendation)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin   | <p><b>Conclusion C14 (rural sector)</b><br/> <i>La CE n'intervient plus que marginalement dans le secteur rural à travers l'appui à des actions de diversifications financées par le STABEX. A partir du 7ème FED, la CE a évolué vers un retrait du secteur au profit d'un soutien actif au processus de décentralisation. Cette évolution était justifiée par la recherche d'un cadre structuré permettant une meilleure appropriation des interventions par les bénéficiaires à la base. Elle est par ailleurs cohérente avec la stratégie générale de la Commission dans le développement rural. Le retrait du développement rural était également justifié par le grand nombre de bailleurs impliqués dans le secteur, ce qui est en ligne avec le principe de complémentarité.</i></p> <p><b>Conclusion C17 (Decentralisation)</b><br/> <i>Le processus de décentralisation a été voté par l'Assemblée Nationale en 2000. Les conseils communaux ont effectivement été mis en place en mars 2003. La CE a contribué à cette évolution au travers des programmes d'appui à la préparation du processus et en conditionnant son projet PRODECOM à la mise en place des Conseils communaux. A l'avenir, compte tenu de l'importance des compétences qui ont été transférées aux communes, celles-ci deviendront le point focal des interventions visant à améliorer les conditions de vie des populations. Mais aujourd'hui, les communes ne disposent pas des capacités techniques et financières pour assurer leur rôle. Si les apports de la CE à travers son projet PRODECOM permettent de couvrir les premières actions pour assurer le fonctionnement effectif des communes notamment au niveau de la préparation des PCDR, de la formation et de la communication, il reste un certain nombre de problèmes à résoudre : le financement des communes, le transfert des compétences, les rapports avec la société civile.</i></p> <p><b>Conclusion C18 (Good governance)</b><br/> <i>La CE contribue au renforcement de la bonne gouvernance essentiellement par le biais de son appui à la démocratisation, la promotion et la protection des droits de l'homme, l'Etat de droit et l'administration de la justice, la lutte contre la corruption, la qualité de la gestion des finances publiques, la décentralisation et le renforcement de la société civile et des collectivités locales. Pour la plupart, ces actions viennent de démarrer et il est trop tôt pour en apprécier l'impact. Dans le cadre de la bonne gouvernance, la promotion et la protection des droits de l'homme est le domaine que la CE a le plus appuyé lors des 8ème et 9ème FED. Par l'intermédiaire de son projet de lutte contre le trafic d'enfants, la CE soutient spécifiquement une frange de la population la plus vulnérable. Ce projet a contribué à renforcer la prise de conscience de la société sur le trafic d'enfants et ses méfaits. Néanmoins, les causes structurelles rendant les enfants plus vulnérables au trafic d'enfants sont profondes et complexes. Au-delà d'actions</i></p> | <p><b><u>Recommendation specific to Decentralisation</u></b><br/> <b>Recommendation R8 (C17)</b><br/> <i>La décentralisation est bien engagée. Un enjeu important est d'assurer le financement de ces nouvelles entités, notamment au niveau des Plans de Développement Communaux (PDC). Etant donné son rôle de chef de file dans le secteur, la Commission doit appuyer les efforts du Gouvernement pour définir, en accord avec tous les bailleurs, des modalités de financement de ces PDC. Elle doit également se donner les moyens d'y participer, même avec des ressources modestes au départ.</i></p> <p><b>Recommandation R9 (conclusions C17)</b><br/> <i>La mise en oeuvre de la décentralisation a des implications dans pratiquement tous les secteurs d'interventions de la Commission. Dans la mise en oeuvre des actions en cours, il est essentiel de s'assurer explicitement de la cohérence des actions menées dans les secteurs d'interventions avec la stratégie de décentralisation. Cela devrait être vérifié prioritairement dans les deux secteurs de concentration : la santé et les infrastructures routières</i></p> <p><b><u>Sectoral recommendations :</u></b><br/> <b>Recommendation R12 (conclusion C14) – Développement Rural</b><br/> <i>La Commission est amenée à s'impliquer dans l'évolution du secteur rural compte tenu de ses engagements dans le cadre du partenariat UE coton, et compte tenu de l'importance du développement rural dans la décentralisation. Dans ce cadre, la Délégation devrait participer activement au dialogue sur les politiques et apporter son appui aux efforts du Gouvernement et des bailleurs de fonds impliqués dans le secteur pour mieux coordonner les interventions et traduire de manière plus opérationnelle les orientations stratégiques du secteur, notamment en matière de diversification. La Commission devrait désigner une personne en charge du suivi systématique du secteur et participer activement aux discussions sectorielles (revues de dépenses publiques sectorielles). Au niveau de la filière coton, l'incertitude actuelle sur l'évolution de l'organisation de cette filière ne permet pas de fixer des orientations pour un appui spécifique à la filière. Au-delà des problèmes spécifiques de la filière coton, auxquels il est urgent d'apporter des solutions compte tenu de son importance dans l'économie nationale, un enjeu important reste la diversification de la production agricole et plus généralement la génération de revenus en milieu rural. En d'autres termes, l'appui à la filière coton doit s'inscrire dans la stratégie de développement rural. La CE pourra</i></p> |

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | <p>ponctuelles, il est nécessaire de mener des actions de long terme, notamment dans les domaines de l'éducation et du renforcement des droits des enfants. La CE contribue à la lutte contre la corruption de façon limitée, essentiellement par le biais des audits réalisés dans le cadre de l'appui budgétaire et grâce aux conditionnalités liées à l'appui de la CE au PIRSJJ.</p> <p><b>Conclusion C5 :</b> Les DSP du 8ème FED et surtout du 9ème FED présentent la viabilité de la stratégie comme dépendant de la capacité du Gouvernement de mener à bien les réformes dans lesquelles il s'était engagé. Aujourd'hui, même si des progrès significatifs ont été enregistrés dans différents secteurs (<b>décentralisation</b>), la lenteur des réformes en ce qui concerne le désengagement de l'Etat du secteur productif compromet la réalisation des objectifs de croissance.</p> | <p>apporter sa contribution à travers le financement des PDC et sa contribution au budget.</p> <p><b>Recommandation (Transport):</b> Apporter un soutien au renforcement de la stratégie sectorielle</p> <p><b>Recommandation R4 (conclusions C9, C13 et C17) – Transport</b></p> <p>L'avant projet de stratégie sectorielle 2004-2008 n'offre pas encore une vision claire et opérationnelle des orientations du Ministère des Transports. En tant que coordonnateur des bailleurs de fonds, l'UE a un rôle important à jouer pour contribuer à renforcer le dialogue entre les bailleurs et le Gouvernement sur les priorités des investissements, la programmation, l'autonomisation du Fonds Routier, <b>la décentralisation</b>, la mise en œuvre de la stratégie, les contrôles et l'implication des PME dans le secteur.</p> <p>L'autonomie financière du Fonds Routier n'est pas garantie dans la mesure où il reste alimenté par le Trésor. Il est recommandé d'étudier rapidement la possibilité de faire évoluer la structure vers un Fonds Routier de deuxième génération disposant de recettes affectées. Le processus de programmation s'est amélioré mais plusieurs problèmes subsistent. L'assistance technique auprès de la DNE permettra d'apporter un appui à l'amélioration des capacités.</p> <p><b>La décentralisation donne aux communes la responsabilité de l'entretien de la voirie urbaine et des pistes rurales. Les projets soutenus par la CE doivent intégrer cette nouvelle dimension tant au niveau de la programmation des travaux qu'au niveau de l'exécution. Il est entendu que cette intégration doit tenir compte des capacités techniques des communes mais c'est aussi une occasion de les renforcer.</b></p> |
| <b>Honduras</b>    | N/A (document analysed: Desk report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | N/A (document analysed: Desk report)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Jordan</b>      | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Mali</b>        | <p>No overall conclusion. The only elements related to decentralisation can be found in the EQ 4 on decentralisation:</p> <p><i>Les interventions de la Commission et de la France ont contribué à consolider la démocratisation de la vie politique malienne, à renforcer les capacités des communes et à accroître les équipements de proximité. (...)</i></p> <p><i>L'impact sur le niveau de services aux populations et le développement local est cependant limité par des insuffisances, notamment en termes d'adaptation du cadre légal et réglementaire, d'exercice de la tutelle, de mobilisation des ressources financières par les CT et de transfert de ressources humaines et financières vers les CT. (...)</i></p> <p><i>La durabilité de ces résultats est conditionnée par les progrès futurs en termes de déconcentration.</i></p>                                            | No recommendation specific to decentralisation!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Nicaragua</b>   | <p>Conclusion 7: on cross cutting issues</p> <p><i>Interventions on gender showed tangible results when they offered support through women's organisations. But others were disappointing in terms of gender equality. Support to environmental protection was not given enough importance and <b>support to decentralisation suffered from recent changes in public policies in this matter.</b></i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Philippines</b> | <p><u>Conclusion (on EQ6: EC's mix of financing instruments and aid modalities)</u></p> <p><i>LGU capacities and capabilities are more often than not directly related to the personal role of the chief executive and other key stakeholders. <b>Often, local development</b></i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Recommendations (on good governance):</p> <p><b>The EC should encourage the inclusion of local government PFM in the</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         | <p><b>planning (barangay development plans) is not to the required standard (“wish lists”). Not enough attention is given to the sustainability of interventions at LGU level</b> (for example improvement to institutionalised participatory, transparent and efficient local decision-making processes aimed at the achievement of localised MDGs).</p> <p><u>Conclusion (on good governance)</u><br/> <u>Conclusion: 2.</u> EC support for the promotion and strengthening of better governance has been most effective where it went beyond general awareness raising an training/capacity-building and directly addressed existing challenges and bottlenecks: Customs, Ombudsman, strengthening the monitoring/watchdog capabilities and opportunities of CSO; <b>strengthening of participatory and transparent political decision-making at the local level.</b></p> <p><b>Health in EQ 2</b><br/> <b>Conclusion:</b> Although the start of the EC support to HSPSP (<b>Health Sector Policy Support Programme</b>) was slow and it took time to match sector budget support with the <b>context of decentralization, the TA has invested capacity and succeeded in several provinces.</b> In a similar vein, the MHSPSP has contributed fully to the EC's poverty reduction objective.</p> | <p><b>Philippines Development Forum (PDF) process.</b> Furthermore, It might be time for the PDF to go beyond being a “talking and sharing” forum. Its proactive role may have to be institutionalized and formally recognized by National Economic and Development Authority(NEDA) and other agencies such DILG, DPWH, DOH, etc. From Conclusions C1 and 2.</p> <p><u>Recommendation (Health):</u><br/> Using its access to the Government and existing dialogue mechanisms, the EC should consider assisting GoP in improving governance in the health sector and increasing participation of civil society and private sector involvement. <b>Both can be attained through more efficient local health systems based on Inter-Local Health Zones and partnerships with the private sector.</b> From Conclusion C2</p> <p><u>Recommendations (EQ3 on EC support in the area of rural development)</u><br/> At a broader policy and political level, efforts should be undertaken to improve the design and approach of integrated rural development. At this moment an amalgam of uncoordinated actions and interventions (by donors, government, NGOs, individuals, parliamentarians, etc) is determining the scene and 'quick gains' are often jeopardising efforts towards sustainability. Defining a clear vision, policy framework and subsequently <b>decentralised action plans on how to reduce poverty, achieving prosperity and ensure peace and development</b> with attention for location specificity (geographically, culturally, etc) should lay down the framework for any actor to define its contribution. From Conclusion 7</p> |
| Rwanda  | <p><b>Conclusion 10 : L'appui à la décentralisation continue de correspondre à un enjeu stratégique</b><br/> <i>Tout en restant justifiées, les priorités définies par la CE en 2002 ne couvrent pas certains besoins et problèmes perçus aujourd'hui par les différentes parties prenantes comme prioritaires (transformation de l'agriculture, énergie, environnement et secteur privé). Par contre, la priorité donnée à la décentralisation et au renforcement de la capacité des districts reste particulièrement pertinente.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>Recommandation E : Contribuer au renforcement des districts</b><br/> <i>Donner une haute priorité au dialogue avec le Gouvernement et les autres bailleurs à propos du renforcement de la capacité des districts et de l'appui à la décentralisation.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Senegal | <p>No specific conclusion dealing with the EC support to decentralisation or local governance</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><b>Recommandation dans le domaine du développement économique</b><br/> <i>Le modèle de développement de l'agriculture sénégalaise doit être reposé en tenant compte de la forte hétérogénéité spatiale. Pour ce faire, il est recommandé de : i) définir des priorités régionales et sectorielles mais surtout de cibler les différents enjeux par zones agro-écologiques. En effet, une solution uniforme ne saurait procurer des résultats satisfaisants (Cf. SCA), d'où l'importance de l'appui pour la promotion d'une politique inclusive de modernisation de l'agriculture, s'adressant au plus grand nombre d'agriculteurs familiaux ; ii) maintenir et renforcer l'appui institutionnel à la politique de déconcentration et de décentralisation. Cet appui donné au secteur rural à travers l'aide au processus de décentralisation permettra d'apporter une réponse plus spécifiques aux populations rurales et, comme cela est signalé dans les deux stratégies de Coopération, de créer les conditions d'une meilleure absorption des ressources et d'une meilleure mobilisation des bénéficiaires autour des actions ; iii) développer la dimension sous- régionale et la concertation entre les différentes instances nationales pour asseoir les complémentarités entre bassins de production et de consommation, ce qui est cohérent avec les orientations de la programmation du 10ième FED régional et</i></p>                                                                                                                                                                                                                  |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | de l'octroi par l'Espagne d'un financement de 240 M€ à la CEDEAO.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Tanzania |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Support to local authorities is mentioned in Recommendation B1: "<b>Prioritise governance as a cross-cutting issue</b>":</p> <p><i>In the next strategy paper, governance should be given the status of a cross-cutting issue, and be stated as a top priority, especially as regards the fight against corruption and <b>support to non-state actors and local authorities</b>.</i></p> <p>There is also a mention to the support to "Local governments" in the Recommendation D1 "<b>The EC should increase the share of budget support</b> (at either sector or general level)" but this is not directly related to decentralisation:</p> <p><i>In connection to this move, the EC Delegation should maintain, and even strengthen, its request for an effective and high-level dialogue on governance issues like anti-corruption, <b>strengthening local governments' capacity</b>, and increasing the role of non-state actors.</i></p> <p>Other slight allusion to decentralisation (although not directly related to any recommendation) in a box that provides an image of what the next CSP could look like if the recommendations were adopted: "<i>continued contribution to a specific basket fund on local capacity building, further efforts to convert it into an untargeted <b>decentralisation</b> budget support</i>"</p> |
| Uganda   | <p><b>Conclusion related to good governance:</b> <i>Measures aimed at improving transparency and accountability at the Local Government level have focused more on improving horizontal accountability (through conventional administrative processes) and less on the complementary social accountability mechanisms which are vital for effective service delivery. EC support to LLGs, CSOs and Communities under both the 8th and 9th EDF has been important but not sufficient in promoting the demand side for accountability. Some of the beneficiary CSO networks have exhibited great potential and have presented good models. However at the general level, the targeting, time and resources allotted to promoting civic participation have not been sufficient. [...] EC's institutional support to the PPDA has not yielded the expected results due to government's failure to provide sufficient resources for implementation of the procurement reforms and systems at the local government level.</i></p> <p><b>Conclusions related to Macro-economic Budget Support</b><br/> <i>PAF expenditures – transmitted to Local Governments as conditional grants – have permitted an increase in the proportion of the country where service delivery has been made possible (unconditional grants are almost completely used for recurrent costs because the local governments suffer from a lack of operating capital); however there is no evidence that increase of service delivery went along with improvement of quality of services provided, and in many aspects, services are not really available (ex. Health) or are of very poor quality (ex. Education).</i></p> <p><b>Conclusion IV on Aid Effectiveness:</b> <i>[...] Although the EC continues to engage in political dialogue on development issues, access to decision-makers at the political level</i></p> | <p><b>R3 (Service delivery): Focus on the quality and quantity of service delivery at sub-national levels</b> as a means of leveraging and converging all GoU strategies for development, accompanied by heightened levels of dialogue at the national level.<br/> <i>(...) Promote through the definition of appropriate triggers for PGBS, that local governments will not only receive investment funds (as conditional grants-PAF expenditures) but also the necessary operating and infrastructure maintenance funds.</i></p> <p><b>Rec. No 6 (NSA)</b><br/> <i>Because they are intimately tied to good governance and accountability, the EC should immediately engage the GoU in policy dialogue on the roll-out of the Fiscal Decentralisation Strategy, on local economic development; and on the viability of supporting, over the long term, the new and the smaller districts. Strengthening existing forms of organisation at grassroots level (e.g. cooperatives) and strengthening institutions at local level is the key to ensuring good management of the systems set up in development interventions, and to promoting sustainability. In order to manage the scope and distribution of these local entities, the EC should work through higher organisational levels.</i></p>                                              |

|  |                                                                                                                                                                                                                                                                                                                                                             |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <p><i>is difficult, partly because there is a concentration of that power in progress, making long-term and effective dialogue more difficult. Manifestations of this difficulty are the long-term resistance of the GoU in rationalising the road transport sector and in implementing decentralisation with appropriate resources and delegation.</i></p> |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

## 5 ANNEX: OVERVIEW OF EVALUATION MATRICES IN CSES ANALYSED

Table 5 Overview of evaluation matrices in CSE analysed

| Country  | Period covered | List of EQs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benin    | 1995-2004      | <p>EQ1 Dans quelle mesure la stratégie de la Commission Européenne est-elle adaptée au regard de l'objectif de réduction de la pauvreté?</p> <p>EQ2 Dans quelle mesure la stratégie sanitaire et les interventions de la Commission permettent-elles de répondre aux besoins fondamentaux de la population, en particulier des plus pauvres?</p> <p>EQ3 La stratégie de la Commission Européenne dans le secteur privé est-elle adaptée aux besoins des entreprises ?</p> <p>EQ4 La décision de ne plus retenir le développement rural comme domaine d'intervention reste-t-elle justifiée ?</p> <p>EQ5 Dans quelle mesure les interventions de la Commission en matière de transport ont-elles contribué à assurer une croissance économique durable en renforçant le commerce national et régional ?</p> <p>Dans quelle mesure les interventions de la Commission ont-elles contribué à assurer la pérennité des investissements dans le secteur ?</p> <p>EQ6 Dans quelle mesure les interventions de la Commission contribuent-elles au renforcement du processus de coopération et d'intégration économique régionale et mondiale ?</p> <p>EQ7 Dans quelle mesure les interventions de la Commission ont-elles contribué au processus de décentralisation ?</p> <p>EQ8 Dans quelle mesure les interventions de la Commission (en particulier les appuis macroéconomiques) ont-elles contribué à la réforme de l'économie béninoise</p> <p>i) en participant à la consolidation de la stabilité macroéconomique,</p> <p>ii) en améliorant la gestion des finances publiques et</p> <p>iii) en participant au dialogue politique pour orienter les dépenses publiques vers les services sociaux et en faveur des plus pauvres ?</p> <p>EQ9 Dans quelle mesure les mécanismes de mise en œuvre (financement, personnel, cadre réglementaire administratif, temps et autres ressources et procédures) ont-ils permis l'obtention des résultats ?</p> <p>EQ10 Dans quelle mesure la CE assure-t-elle la coordination et la complémentarité de ses interventions avec les programmes des autres bailleurs, en particulier des Etats membres, et la cohérence entre ses interventions au Bénin et ses autres politiques ?</p> <p>EQ11 Dans quelle mesure des questions transversales de la CE (la bonne gouvernance, l'égalité des chances et la préservation de l'environnement) sont-elles prises en compte par la mise en œuvre d'interventions spécifiques et par l'intégration de ces aspects dans les autres interventions1 ?</p> |
| Honduras | 2002-2009      | <p>EQ1 To what extent has the EC approach in natural resources been relevant in the national context and ongoing dynamics, and contributed to the strengthening of the public strategy in the sector?</p> <p>EQ2 To what extent has local capacity for integrated and sustainable management of natural resources been strengthened and to what extent has the EC contributed to it?</p> <p>EQ3 To what extent has the EC contributed to strengthening conditions for food security?</p> <p>EQ4 To what extent has secondary education been strengthened and has the EC contributed to it?</p> <p>EQ5 To what extent has the EC approach in public security been relevant in the national context and ongoing dynamics?</p> <p>EQ6 To what extent did the EC interventions with respect to rehabilitation following Hurricane Mitch link relief, rehabilitation and development?</p> <p>EQ7 To what extent have the EC's interventions through Budget Support been adapted to the national context, and to what extent have they contributed to strengthening the framework for public policy and expenditure?</p> <p>EQ8 To what extent were the chosen EC aid modalities adequate in the national context?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Jordan   | 1996-2006      | <p>EQ1 Have EC cooperation and external policies affecting Jordan been oriented towards clearly focused priorities and coherent objectives?</p> <p>EQ2 Have EC cooperation and external policies in Jordan been aligned on GoJ's priorities?</p> <p>EQ3 To what extent has the EC contributed to the improvement of Jordan's macro-economic policies?</p> <p>EQ4 To what extent has EC's support in the areas of trade and private sector development contributed to increase exports?</p> <p>EQ5 To what extent has EC support contributed to satisfy the needs of the poor and near poor?</p> <p>EQ6 To what extent has the EC contributed to enable all actors in the water sector to manage the resources sustainably?</p> <p>EQ7 To what extent has EC support contributed to strengthening pluralism in the civil society and media?</p> <p>EQ8 How do the implementation modalities successively used by the EC for developing Jordanian SMEs compare in terms of cost-effectiveness?</p> <p>EQ9 To what extent has the EC mainstreamed gender and environment, and governance in its cooperation and external policies in Jordan?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Mali     | 1995-2004      | <p>EQ1 Dans quelle mesure les stratégies de la Commission européenne et de la France - en particulier en ce qui concerne le choix des bénéficiaires et de la répartition sectorielle des interventions - sont-elles adaptées pour (i) répondre aux priorités exprimées par le gouvernement et (ii) répondre aux besoins du pays ?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|             |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             |           | <p>EQ2 Dans quelle mesure les interventions de la Commission et de la France dans le domaine de l'agriculture, et notamment dans le sous-secteur du coton, ont-elles contribué à améliorer les systèmes productifs agricoles et à accroître leur compétitivité?</p> <p>EQ3 Dans quelle mesure les interventions de la Commission européenne et de la France ont-elles permis (i) d'améliorer les infrastructures existantes, y compris de transport, et la mise en place de nouvelles infrastructures, (ii) d'améliorer les performances de l'industrie existante ou de soutenir de nouveaux projets et (iii) de faciliter les échanges sur le marché infra-régional, national et international et de favoriser l'accès aux services sociaux de base?</p> <p>EQ4 Dans quelle mesure les interventions de la Commission et de la France dans le domaine de la décentralisation ont-elles contribué (i) au transfert de moyens et de compétences vers les niveaux régionaux et communaux, (ii) à améliorer les investissements au niveau des entités décentralisées et (iii) à la participation effective de la société civile aux affaires locales?</p> <p>EQ5 Dans quelle mesure les interventions de la Commission européenne et de la France en matière de développement institutionnel ont-elles contribué au renforcement des capacités de gestion et à l'amélioration des performances des Administrations concernées (effets directs) et des secteurs concernés (effets indirects) ?</p> <p>EQ6 Dans quelle mesure les interventions de la Communauté européenne et de la France ont-elles contribué (i) au redressement des entreprises publiques privatisées ou à l'assainissement des secteurs concernés (ii) au développement des entreprises privées existantes et à la création de nouvelles entreprises privées ?</p> <p>EQ7 Dans quelles mesures les interventions de la Commission européenne et de la France ont-elles permis d'améliorer l'efficacité des services de justice, police et sécurité dans le sens d'une consolidation du processus démocratique ?</p> <p>EQ8 Dans quelle mesure les interventions de la Commission européenne et de la France dans le domaine de l'appui macroéconomique ont-elles favorisé un environnement propice à la croissance économique en contribuant (i) à la réduction des déséquilibres macroéconomiques du pays, (ii) à l'amélioration de la gestion des finances publiques et (iii) à la mise en œuvre des politiques publiques visant à la réduction de la pauvreté?</p> <p>EQ9 Dans quelles mesures les interventions de la Commission européenne et de la France dans les secteurs de la culture, des médias et de la jeunesse et des sports ont-elles (i) permis d'améliorer qualitativement et quantitativement l'accès à ces services et la qualité de l'offre, (ii) contribué à la consolidation de la démocratie (pluralité de l'offre des médias)?</p> <p>EQ10 Dans quelle mesure les interventions de la Commission européenne et de la France dans le secteur de la santé ont-elles permis d'améliorer l'accès aux services de base ainsi que les capacités et la qualité de ces services?</p> <p>EQ11 Dans quelle mesure les interventions de la Commission européenne et de la France dans le secteur de l'éducation ont-elles permis d'améliorer l'accès aux ainsi que les performances dans la fourniture des services d'éducation?</p> <p>EQ12 Dans quelles mesures les modalités de mise en œuvre des interventions de la Commission européenne et de la France (ressources, instruments financiers, procédures et cadre réglementaire) ont-elles facilité la réalisation de leurs objectifs respectifs ?</p> <p>EQ13 Dans quelle mesure la stratégie communautaire et la stratégie française ont-elles été établies et mises en œuvre en coordination avec les autres bailleurs dans un souci de complémentarité de leurs initiatives ? Dans quelle mesure, les stratégies communautaire et française ont-elles été affectées par la mise en œuvre d'autres politiques de l'UE et/ou de la France ?</p> <p>EQ14 Les thèmes transversaux liés à l'Etat de droit, au genre et aux aspects environnementaux ont-ils été pris en compte dans la programmation et la mise en œuvre des interventions de la Commission européenne et de la France au Mali?</p> |
| Nicaragua   | 1998-2008 | <p>EQ1 To what extent (i) does the EC strategy in Nicaragua and its evolution respond to the needs and priorities of the population,(ii) is it in line with the priorities set by the successive Governments of Nicaragua in their development policies and (iii) is it in line with the European Community's development cooperation policy?</p> <p>EQ2. To what extent did the EC interventions in rural areas (including food security) strengthen local economic and social development and ultimately improve sustainably socio-economic conditions of poor local communities?</p> <p>EQ3. How successful has the EC been in contributing to improvement of confidence in public institutions, of accountability and in the reinforcement of the rule of law, and ultimately in the promotion of good governance within the areas it has supported?</p> <p>EQ4. To what extent have the EC interventions through budget support been adapted to the national context, and to what extent have they contributed to improve the framework for public policy and expenditure?</p> <p>EQ5. To what extent did the EC interventions with respect to rehabilitation following Hurricane Mitch link relief, rehabilitation and development and were they coordinated with and reinforce other EC interventions ?</p> <p>EQ6. To what extent has EC support contributed to improving equitable access to quality education for all?</p> <p>EQ7. To what extent have the financial and human resources been used to reach objectives in a timely and cost effective manner, and was the regulatory and administrative framework appropriate for doing this?</p> <p>EQ8. To what extent were issues related to gender, environment and decentralisation taken into account in the design and implementation of the interventions?</p> <p>EQ9 To what extent was the EC strategy designed and implemented in coordination with Member States and other donors so as to foster complementarities? To what extent are other EC policies coherent with the EC cooperation strategy in Nicaragua?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Philippines | 2000-2009 | <p>EQ1 To what extent has the EC cooperation programme in the Philippines been designed and implemented with a view to addressing the needs of the poorest/vulnerable groups?</p> <p>EQ2 Health - To what extent has EC support to the Philippine Health Sector Programme contributed to an improved provision of basic health care services?</p> <p>EQ3 Rural Development - To what extent has EC support in the area of rural development contributed to improved living standards for the poor?</p> <p>EQ4 To what extent has EC support contributed to improved trade and economic partnership with the Philippines and the country's further integration into the international trade system?</p> <p>EQ5 To what extent has the EC support promoted and strengthened better governance?</p> <p>EQ6 To what extent was the EC's mix of financing instruments and aid modalities appropriate to the national context and EC cooperation objectives?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



|          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rwanda   | 1995-2002 | <p>EQ1 Dans quelle mesure l'action de la CE a-t-elle eu une valeur ajoutée communautaire au cours de la période de sortie de crise?</p> <p>EQ2 Dans quelle mesure le Document de Stratégie Pays a-t-il contribué à focaliser la coopération de la CE sur les besoins prioritaires du Rwanda ?</p> <p>EQ3 Dans quelle mesure les politiques et interventions européennes affectant le Rwanda ont-elles été mises en cohérence entre elles au niveau pays ?</p> <p>EQ4 Dans quelle mesure l'utilisation faite des différentes modalités d'intervention et de financement a-t-elle contribué à l'atteinte des objectifs ?</p> <p>EQ5 Dans quelle mesure la CE a-t-elle contribué à l'efficacité du dialogue entre les bailleurs et le gouvernement ?</p> <p>EQ6 La CE a-t-elle intégré l'environnement et le genre de façon appropriée ?</p> <p>EQ7 Dans quelle mesure la CE a-t-elle contribué au rétablissement des institutions ?</p> <p>EQ8 Dans quelle mesure l'appui de la CE à la décentralisation et au développement rural a-t-il contribué à la recapitalisation du monde rural ?</p> <p>EQ9 Dans quelle mesure l'appui de la CE aux infrastructures a-t-il contribué à renforcer la capacité du pays à gérer et développer ses équipements ?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Senegal  | 1996-2008 | <p>EQ1 Dans quelle mesure les interventions programmées au titre des stratégies de coopération respectives de la CE et de l'Espagne correspondent-elles aux priorités du Gouvernement sénégalais et sont-elles conformes aux objectifs et aux politiques de développement de l'UE ?</p> <p>EQ2 Dans quelle mesure les interventions programmées au titre des stratégies de coopération respectives de la CE et de l'Espagne sont-elles articulées de manière à limiter les conflits potentiels et promouvoir les synergies entre les acteurs qu'elles mobilisent ?</p> <p>EQ3 Dans quelle mesure les interventions de la Commission Européenne et de la Coopération espagnole ont-elles contribué à améliorer la croissance et l'emploi ?</p> <p>EQ4 Dans quelle mesure les interventions de la CE et de la Coopération espagnole dans le secteur des transports ont-elles contribué à favoriser de manière durable la circulation des biens et des personnes à l'intérieur du pays ainsi qu'avec les pays frontaliers ?</p> <p>EQ5 Dans quelle mesure l'aide budgétaire de la CE et les volets de renforcement institutionnel qui lui sont liés ont-ils été adaptés au contexte sénégalais et dans quelle mesure ont-ils permis d'améliorer le cadre des politiques publiques et la gestion des finances publiques ?</p> <p>EQ6 Dans quelle mesure les interventions de la CE et de la Coopération espagnole ont-elles contribué à améliorer l'accès durable des populations à l'eau et à l'assainissement ?</p> <p>EQ7 Dans quelle mesure les interventions de la CE et de la Coopération espagnole ont-elles contribué au renforcement des Acteurs Non Etatiques ?</p> <p>EQ8 Dans quelle mesure les actions de la CE et de la Coopération espagnole ont-elles contribué au développement régional en Casamance ?</p> <p>EQ9 Dans quelle mesure la combinaison des instruments et des modalités d'intervention a-t-elle favorisé l'atteinte des résultats et des impacts attendus des stratégies de coopération de la CE et de l'Espagne avec le Sénégal ?</p> <p>EQ10 Dans quelle mesure les stratégies de la CE et de la Coopération espagnole et leur mise en œuvre ont-elles été coordonnées avec les interventions des autres bailleurs de fonds et sont complémentaires et en cohérence avec les autres politiques de la Commission européenne et de l'Espagne affectant le Sénégal ?</p> |
| Tanzania | 2000-2005 | <p>EQ1 To what extent did the design of the EC's support strategy take due account of the Tanzanian strategic priorities and of other EU policies?</p> <p>EQ2 To what extent and how has the EC's choice of funding modalities allowed progress towards the achievement of Tanzanian Poverty Reduction Strategy objectives?</p> <p>EQ3 To what extent has the EC contributed to harmonised dialogue with the Tanzanian Government and all development partners that effectively and efficiently address Tanzanian priorities and strategies?</p> <p>EQ4 Considering reputedly successful actions in various supported areas, what impacts have been observed, how have these impacts been achieved, what were the conditions of success, and to what extent are the lessons transferable?</p> <p>EQ5 How far has EC support assisted in improving the equitable access to quality basic education for all?</p> <p>EQ6 To what extent has EC assistance promoted agricultural development and supported the stabilization of farmer incomes in tea and coffee growing areas?</p> <p>EQ7 How far have EC interventions in the field of trade and regional integration addressed Tanzania's needs and priorities and shown coherence with other national actions?</p> <p>EQ8 How successful has the EC been in contributing to the promotion of good governance within the areas it has supported?</p> <p>EQ9 To what extent have EC interventions in Tanzania, where relevant, successfully addressed gender and environment issues and ensured the involvement of Non-State Actors?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Uganda   |           | <p>EQ1 To what extent are EC cooperation objectives consistent with the evolving needs of Uganda, as indicated in GoU development policies and plans?</p> <p>EQ2 To what extent are EC cooperation with Uganda and its objectives consistent as regards: 1) the design of the country strategy, 2) the EC development policies; and 3) the EC intervention framework of different financing instruments?</p> <p>EQ3 To what extent is EC support coordinated and complementary with other donors (EU Member States and other bilateral and multilateral donors)</p> <p>EQ4 To what extent has EC macroeconomic budget support contributed to improve: 1) macroeconomic stability; 2) overall planning and public finance management; 3) institutional reforms; and 4) public service delivery (especially health and education)?</p> <p>EQ5 To what extent has EC support in rural development contributed to: 1) increased agricultural production, productivity, food security through the market, and increased income and employment; and 2) sustainable use and management of natural resources?</p> <p>EQ6 To what extent has EC support to the transport sector contributed to increased safe and sustainable national and local transport networks, which promote: 1) improved access to rural areas; and 2) balanced national integration; and 3) regional integration?</p> <p>EQ7 To what extent has EC support contributed to good governance through the strengthening of institutional capacities for: 1) strong and reliable accountability for decentralized public spending; 2) enhancement of the rule of law; and 3) increased protection and respect for human rights?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## **Annex 8: ROM reports analysis**

---

## Table of contents

---

|          |                                                                       |            |
|----------|-----------------------------------------------------------------------|------------|
| <b>1</b> | <b>Introduction .....</b>                                             | <b>304</b> |
| <b>2</b> | <b>The focus of the analysis and the limits of the exercise .....</b> | <b>305</b> |
| 2.1      | Main focus.....                                                       | 305        |
| 2.2      | Limitations of the exercise.....                                      | 305        |
| <b>3</b> | <b>Overall scoring of analysed projects .....</b>                     | <b>307</b> |
| <b>4</b> | <b>Detailed information collected by Judgment Criterion.....</b>      | <b>308</b> |
| 4.1      | EQ3: National context.....                                            | 308        |
| 4.2      | EQ4: 3Cs.....                                                         | 313        |
| 4.3      | EQ5: Devolution of functions and resources.....                       | 315        |
| 4.4      | EQ6: Stakeholders' Capacities. ....                                   | 316        |
| 4.5      | EQ7: Local Governance. ....                                           | 319        |
| 4.6      | EQ8: Service Delivery.....                                            | 320        |

### List of Tables

|         |                                                                       |     |
|---------|-----------------------------------------------------------------------|-----|
| Table 1 | Overview of scrutinised documents for the ROM analysis .....          | 304 |
| Table 2 | Scoring in the most recent ROM reports for the selected projects..... | 307 |
| Table 3 | Overview of project authority .....                                   | 310 |

## 1 INTRODUCTION

The analysis of ROM reports is a tool helping to extract data related to the projects actually implemented by the EC. By providing relevant data at project level, it complements other data collection tools that focus on other levels of the EC external action (for instance, the CSP analysis tool focus more on strategic aspects). Moreover, it can help checking the information collected through other means (direct observation during field visits, other documentary information, etc.)

For each of the 21 countries studied in the desk phase, the evaluation team identified the most important project (in terms of financial contributions) related to the EC support to decentralisation. The team then downloaded from the CRIS database all the available ROM reports related to these projects. 22 ROM reports related to projects in 14 countries could be downloaded. The analysis that follows is based on the information available in these 22 reports. The information has been extracted by judgment criteria so as to feed directly into the overall analysis of this evaluation.

The table below summarizes the documents analyzed for each country.

*Table 1 Overview of scrutinised documents for the ROM analysis*

| Country                 | Region        | Selected project                                                                                                                   | Decision Nr. (CRIS) | ROM reports analysed |
|-------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|
| <u>Benin</u>            | Africa        | <b>Programme d'appui au démarrage des communes (PRODECOM)</b>                                                                      | FED/2002/015-861    | 2003, 2005, 2006     |
| <u>Cambodia</u>         | Asia          | <b>Strengthening democratic and decentralised local governance</b>                                                                 | ASIE/2004/016-856   | 2007                 |
| <u>Colombia</u>         | Latin America | <b>Segundo Laboratorio de Paz</b>                                                                                                  | ALA/2003/005-757    | 2004, 2006, 2009     |
| <u>Guatemala</u>        | Latin America | Decentralisation de l'Etat                                                                                                         | ALA/2003/003-061    | n/a                  |
| <u>Haiti</u>            | Caribbean     | Formation à la décentralisation                                                                                                    | CDC/2003/005-002    | n/a                  |
| <u>Honduras</u>         | Latin America | <b>Programa de apoyo a la descentralización en Honduras (PROADES)</b>                                                              | ALA/2004/016-807    | 2007, 2009           |
| <u>Jordan</u>           | ENP           | Support to Poverty Reduction through Local Development                                                                             | MED/2004/006-221    | n/a                  |
| <u>Kenya</u>            | Africa        | Rural poverty reduction and local government support programme                                                                     | FED/2004/017-379    | n/a                  |
| <u>Lebanon</u>          | ENP           | <b>Support to reforms and local governance</b>                                                                                     | MED/2005/017-554    | 2009                 |
| <u>Madagascar</u>       | Africa        | <b>Programme d'Appui aux Communes et Organisations Rurales pour le Développement du Sud (ACORDS)</b>                               | FED/2006/017-939    | 2009                 |
| <u>Mali</u>             | Africa        | <b>Programme d'appui a la reforme administrative et a la deconcentration (PARAD)</b>                                               | FED/2006/017-914    | 2006, 2007           |
| <u>Nicaragua</u>        | Latin America | <b>Education sector policy programme and its decentralization</b>                                                                  | ALA/2003/005-749    | 2004                 |
| <u>Papua New Guinea</u> | Pacific       | <b>Strengthening of districts and local level governments</b>                                                                      | FED/2006/018-704    | 2009                 |
| <u>Peru</u>             | Latin America | <b>Programa de Apoyo al Desarrollo Socioeconómico y a la Descentralización en las Regiones de Ayacucho y Huancavelica (AGORAH)</b> | ALA/2003/005-758    | 2005                 |
| <u>Philippines</u>      | Asia          | Philippine Health Sector Policy Support Programme                                                                                  | ASIE/2005/017-638   | n/a                  |
| <u>Rwanda</u>           | Africa        | <b>Decentralised programme for rural poverty reduction (DPRPR)</b>                                                                 | FED/2003/016-357    | 2008                 |
| <u>Senegal</u>          | Africa        | Programme d'appui au programme national de bonne gouvernance (PAPNBG)                                                              | FED/2004/016-952    | n/a                  |
| <u>Sierra Leone</u>     | Africa        | <b>Decentralisation capacity building programme</b>                                                                                | FED/2004/017-038    | 2006, 207, 2009      |
| <u>South Africa</u>     | Africa        | <b>Urban development support to the Ethekwini municipality</b>                                                                     | AFS/2002/004-555    | 2004                 |
| <u>Tanzania</u>         | Africa        | Support to the Local Government Grant Scheme                                                                                       | FED/2007/018-888    | n/a                  |
| <u>Uganda</u>           | Africa        | <b>ACHOLI programme (decentralised cooperation programme for the North of Uganda)</b>                                              | FED/2000/015-264    | 2002, 2004, 2009     |

### Box 1 *The ROM system in brief*

The Results-Oriented Monitoring (ROM) system was launched in response to the recommendation of the Council of the European Union of May 1999, which aimed at strengthening monitoring, evaluation and transparency of Community development aid. The system now provides the EC with a wide range of quantitative and qualitative data on the performance of the development projects and programmes which receive EC financial support. The ROM data is collected by independent experts through regular onsite assessments of projects and programmes in virtually all EC partner countries. Projects and programmes are given simple scores against internationally agreed criteria (relevance, efficiency, effectiveness, impact, and sustainability) substantiated by concise explanatory texts.<sup>1</sup> The assessment is based on a system of sub-criteria and prime issues. Each sub-criterion is scored using a grading system summarised in the table below. The score of each criterion is then obtained by calculating a weighted average of the related sub-criteria.

| Grading | Numerical | Qualitative          | Description                                                                                                                                                                                                           |
|---------|-----------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a       | 4         | very good            | The situation is considered highly satisfactory, largely above average and potentially a reference for good practice. Recommendations focus on the need to adopt these good practices in other operations.            |
| b       | 3         | good                 | The situation is considered satisfactory, but there is room for improvements. Recommendations are useful, but not vital for the operation.                                                                            |
| c       | 2         | problems             | There are issues which need to be addressed; otherwise the global performance of the operation may be negatively affected. Necessary improvements however do not require major revisions of the operations' strategy. |
| d       | 1         | serious deficiencies | There are deficiencies which are so serious that, if not addressed, they can lead to failure of the operation. Major adjustments and revision of the strategy are necessary.                                          |

## 2 THE FOCUS OF THE ANALYSIS AND THE LIMITS OF THE EXERCISE

### 2.1 Main focus

The documents were analysed according to a grid based on the evaluation question EQ3, EQ4, EQ5, EQ6, EQ7 and EQ8 of the evaluation matrix used in this evaluation. The analysis mainly covers following general issues:

- Adequacy of EC support to the national context.
- Coordination and complementarity.
- Effects / Impact of EC support.

### 2.2 Limitations of the exercise

- The number of ROM reports available and the quality & quantity of information in these reports vary from one case to another (depending on the period of implementation of the intervention, the size, the budget line used to fund it, etc.). Moreover, the missions took place at different phases of the implementation: for instance, some reports were based on information collected at the start of the project while other reports were covering the whole period of implementation (and both types of reports were not always available for each intervention). In addition, it is important to note that some EC actions consist of several components and, in some cases, not all components were related to decentralisation. In these cases, the reports were often general and did not provide a lot of relevant information for this evaluation. This

<sup>1</sup> The Monitoring Report (MR) is the main document to present findings of the monitoring mission. It includes general and financial information on the project, grades for 5 ROM criteria and a summary of conclusions. The grades are obtained via the Background Conclusion Sheet (BCS) which provides the methodological structure for monitoring to ensure objectivity, consistency and comprehensiveness, and serves as a supporting document for drafting the Monitoring Report.

leads to a variety of situation in terms of information available for each intervention analysed and explains why a systematic approach could not be applied to analyse these reports and compare the results between two interventions. The decision was thus taken to not carry out an in-depth analysis of the data available but to rather collect raw data (for each case and each evaluation question/ judgment criteria) that could then further used in the evaluation process by cross-checking it with the data gathered through other sources information.

- A second limitation was related to the information related to "impact". Most of the ROM reports analysed were focusing more on the implementation of the EC funded projects. Although the ROM system includes a criterion on impact, very little could actually be gathered on the effects produced by the EC interventions. Elements on impact were often hypothetical (because the ROM mission took place at a stage where long-term could logically not be observed) and were most of the time very general.

### 3 OVERALL SCORING OF ANALYSED PROJECTS

The analysis of the scoring provided in the ROM reports shows that:

- The Relevance and the quality of design of EC-funded interventions supporting decentralisation are fairly good, suggesting that, in particular, the interventions suited well the national context. However, it is noteworthy that two cases were noted "c" (*Rwanda and Honduras*).
- A similar observation can be made regarding the Efficiency of the interventions: it seems rather good except in 3 cases (*Mali, Peru and Sierra Leone*).
- Overall, the level of Effectiveness seems rather low: it appears that few interventions have achieved the intended results.
- The scoring related to Impact is fairly good; yet, it is noteworthy that this scoring refers rather to a "potential impact" of the project (most of reports point out the fact that at the time of the field visit it was difficult to measure the actual impact).
- Finally, the scoring shows that the Sustainability of the projects is assessed as good in 2/3 of the projects but there seem to be problems in the 1/3 of the cases.

Table 2 Scoring in the most recent ROM reports for the selected projects

| Project                                                                                                                      | Country          | Relevance & Quality of design | Efficiency | Effectiveness | Impact | Potential sustainability |
|------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------|------------|---------------|--------|--------------------------|
| Programme d'appui au démarrage des communes (PRODECOM)                                                                       | Benin            | a                             | b          | b             | b      | b                        |
| Strengthening democratic and decentralised local governance                                                                  | Cambodia         | b                             | b          | b             | b      | c                        |
| Segundo Laboratorio de Paz                                                                                                   | Colombia         | b                             | a          | b             | b      | b                        |
| Programa de apoyo a la descentralización en Honduras (PROADES)                                                               | Honduras         | c                             | b          | c             | b      | c                        |
| Support to reforms and local governance (LOGO)                                                                               | Lebanon          | a                             | b          | b             | b      | b                        |
| Programme d'Appui aux Communes et Organisations Rurales pour le Développement du Sud (ACORDS)                                | Madagascar       | b                             | b          | b             | b      | b                        |
| Programme d'appui a la réforme administrative et a la déconcentration (PARAD)                                                | Mali             | b                             | c          | c             | b      | b                        |
| Education sector policy programme and its decentralization                                                                   | Nicaragua        | b                             | b          | -             | -      | b                        |
| Strengthening of districts and local level governments                                                                       | Papua New Guinea | a                             | b          | c             | b      | b                        |
| Programa de Apoyo al Desarrollo Socioeconómico y a la Descentralización en las Regiones de Ayacucho y Huancaavelica (AGORAH) | Peru             | b                             | c          | c             | b      | c                        |
| Decentralised programme for rural poverty reduction                                                                          | Rwanda           | c                             | b          | c             | b      | b                        |
| Decentralisation capacity building programme                                                                                 | Sierra Leone     | b                             | c          | c             | b      | c                        |
| Urban development support to the EtheKwini municipality                                                                      | South Africa     | b                             | b          | c             | b      | b                        |
| ACHOLI programme (decentralised cooperation programme for the North of Uganda)                                               | Uganda           | b                             | b          | b             | b      | b                        |

The information detailed in the next section complements these overall observations and illustrates the variety of situations in which the EC-funded projects are implemented.

## 4 DETAILED INFORMATION COLLECTED BY JUDGMENT CRITERION

### 4.1 EQ3: National context.

*To what extent has EC support to decentralisation processes been conceived in the way that it is responsive to national contexts and aligned with national regulations and policies?*

#### 4.1.1 JC1. The EC response strategies in the area of decentralisation have been aligned with national regulations and the partner Governments' priorities / activities

Cambodia: "(Some degree of alignment and ownership have been ensured): DDLG (Strengthening Democratic and Decentralised Local Government in Cambodia) is part of a jigsaw of internationally backed projects all with the objective of supporting the Royal Cambodia Government's (RCG) policy to democratise the sub national government system down to local government or commune/sangkat level through deconcentration and decentralisation (D&D). The strategy to implement this policy was formally approved by the RGS Council of Ministers in June 2005."

Honduras: "(No strong national efforts towards decentralisation:) El logro de los objetivos del PRODELL en el tiempo estipulado (2010) parece difícil en vista del limitado avance de la política de descentralización hasta la fecha, sobre todo debido a la baja capacidad, la falta de priorización y de liderazgo del Ministerio de Gobernación y la falta de un mecanismo eficaz de coordinación nacional inter-institucional. (...) No obstante que la descentralización y la continuidad del PRODEL fueron destacadas por el gobierno Zelaya Rosales (2006-2010) como una de sus principales prioridades, esto no se traduce en hechos concretos.

(...)

(National realities were not well taken into account) Se necesita realizar un análisis detallado de la situación actual en cuanto a los tres Building Blocks considerados esenciales por la CE para justificar el apoyo presupuestario; en base a este análisis se debería priorizar la elaboración de una política nacional de descentralización (y no la visión de un consultor externo) que refleje el compromiso del gobierno y que establezca de manera clara el marco legal y institucional correspondiente

(...)

(timing between national budget and programme budget not adequate:) El PROADES no contribuye al proceso de planificación de gastos y del presupuesto; más bien el calendario de pagos del PROADES no es coherente el calendario presupuestario nacional. // FROM REPORT 2: (Some degree of alignment seems to exist): El diseño del PROADES está en línea con los objetivos de la Declaración de París y está contribuyendo al logro de los mismos, sobre todo en cuanto a la utilización de sistemas nacionales, el fortalecimiento de capacidades y ayuda desligada. "

Lebanon: "(There seems to be some degree of alignment and ownership): The Project is managed by the PAO (Project Administration Office), which is directly attached to the Council of Ministers and to the Prime Minister of Lebanon. This position gives the PAO independence, flexibility and strong decision capacity, with a good experience in EC procedures. It facilitates inter-institutional and donors coordination. Management and financing arrangements are clearly defined. They are fully supporting institutional strengthening and local ownership, as the project is based on demand and as the demand has been constantly adapted, during the projects implementation according to needs, situation and monitoring."

Madagascar: "(alignment has been ensured) Les objectifs du programme sont tout à fait cohérents avec la politique d'aménagement du territoire, la politique de décentralisation et



les objectifs de réduire la pauvreté."

Mali: "(strong alignment): Le programme est solidement basé sur la politique tracée par l'Etat malien en terme de décentralisation et déconcentration de l'Administration Publique et des programmes d'appui préalables, financés par le FED et d'autres Partenaires Techniques et Financiers (PTF), ainsi que dans les priorités indiquées par le Cadre Stratégique de Lutte contre la Pauvreté et les Millenium Goals"

Papua New Guinea: "(strong alignment): A well identified, well designed, highly relevant project that directly addresses the Government's priority objective of improving the efficiency and performance of provincial and local level governments in the delivery of core and basic services at local level."

Peru: "(good alignment ensured by the use of national financial procedures to deliver the funds): Por su génesis y conformación no se puede catalogarlo en los Apoyos Presupuestarios "strictu senso" pero se configura como un interesante modelo de transición desde un enfoque proyecto a un enfoque programa. La responsabilidad de ejecución recae casi exclusivamente en el beneficiario, tal y como especificado en el Convenio de Financiación, y los fondos de inversión son canalizados a través de los mecanismos de la inversión pública ordinaria, en complemento a los recursos nacionales.

(alignment with ongoing national decentralisation process) El objetivo del Proyecto sigue teniendo total coincidencia con la política de descentralización del Estado que, aunque a través de varias dificultades, se va profundizando y consolidando en el país. // FROM Report 3:(alignment ensured): Los objetivos del proyecto estaban por tanto acordes a la estrategia nacional de descentralización política, administrativa y fiscal. La decisión de la Comisión de instrumentalizar una ayuda presupuestaria focalizaba estaba acorde con la Declaración de París y consecuente con el DEP y el PIP. "

Rwanda: "(good alignment and ownership): Government is very supportive of DPRPR, because the programme contributes to the implementation of the Rwanda Decentralization Strategic Framework (RDSF) which has been developed to act as a reference to national policies relating to Economic Development and to Poverty Reduction (2008-2012), Vision 2020 (2003-2020) and MDGs (1990-2015). The programme has been able to adapt to the change in Government policy, although other factors have also motivated these policy changes."

Sierra Leone: "(good alignment with national policy) The Support from the EU towards Decentralisation and Capacity building is consistent with Government of Sierra Leone's (GoSL) Policy on Decentralization and the role of Chiefdoms and Local Government in Development."

Uganda: "(Good alignment): This is a very relevant project that has been well designed in order to meet the needs of the Government of Uganda's (GoU) national development plans. // FROM REPORT 3: The Programme was consistent with and supportive of the Government of Uganda (GoU) policy of decentralisation which was launched in 1997 through the Local Government Act, and the Poverty Eradication Action Plan (PEAP) 2004/05-2007/08"

#### **4.1.2 JC2. The choice of entry points (including their sequencing or combination) reflects national contexts**

Benin: "(The design of the programme benefit from past experience in the same field and an

analysis of the reality of the country): (La conception du programme) est l'aboutissement d'un processus consensuel. L'existence depuis quelques années du groupe des bailleurs de fonds actifs dans la décentralisation a permis lors de la conception de prendre en compte un certain nombre de problèmes non résolus lors de projets précédents. Les principaux problèmes communs à l'ensemble des communes sont : i) la faiblesse des capacités humaines, financières et techniques des communes, ii) la communication chroniquement insuffisante entre les acteurs impliqués dans la gouvernance locale et iii) l'insuffisance des capacités humaines financières et techniques des institutions chargées de la décentralisation."

Cambodia: "(Adequacy of the approach to the national context): Recent history has deprived the Cambodian people of much of their human rights and participation in their development. The DDLG project fully supports the RGS in the implementation of the strategy to rectify this and the project is very relevant to the needs of the decentralization reform process. In considering the design it is necessary to understand what has gone before and this is a sound attempt to respond to the challenges facing government in this sub sector. DDLG will address the lack of capacity at commune level to communicate and engage in partnership and dialogue by creating voice and accountability mechanisms."

Honduras: "(No strong risk assessment made:) La apreciación de riesgos no ha recibido la atención que - en principio y obviamente en retrospectiva - hubiese merecido. En la PF y las DTA no aparece en absoluto (véase el comentario de SIDA en 2004 al respecto), en el Informe de Formulación sí se mencionan dos riesgos fundamentales: (1) un posible cambio del rumbo político en contra de la descentralización, y (2) la tradicional rotación periódica del personal de los gobiernos central y local después de elecciones, que anula cualquier esfuerzo de capacitación, tan decisiva para el programa. Las propuestas de mitigación de los riesgos en este informe, sin embargo, son poco convincentes: según el informe, el riesgo de un cambio de política "se minimiza con la creación del Foro Tripartito... y [el requerimiento de una] ... apreciación positiva sobre la implementación por el GdH del proceso de descentralización"; el riesgo de rotación del personal, a su vez, con "la presentación y aprobación de la Ley de Servicio Civil."

South Africa: "(Alignment with strategy of the Municipal Authority supported): "The overall programme objective is to contribute to the achievement of the EMA's goal of improving the quality of life of all its people and the further development of the national urban development strategy" (...) "the programme is well aligned within the policy framework and priorities of the EMA's IDP and Long Term Plan (Vision 2020) and as such, has strong political ownership and support."

#### 4.1.3 JC3. The choice of aid delivery methods (including their potential combination) has been appropriate to national contexts

Table 3 Overview of project authority

| Country    | Project                                                                                       | Project authority                                                                                         |
|------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| Benin      | Programme d'appui au démarrage des communes (PRODECOM)                                        | Mission de Décentralisation (Government of Benin)                                                         |
| Cambodia   | Strengthening democratic and decentralised local governance                                   | United Nations Development Programme                                                                      |
| Colombia   | Segundo Laboratorio de Paz                                                                    |                                                                                                           |
| Honduras   | Programa de apoyo a la descentralización en Honduras (PROADES)                                | Ministerio de Justicia y Gobernación                                                                      |
| Lebanon    | Support to reforms and local governance (LOGO)                                                | Presidency of Council of Ministers                                                                        |
| Madagascar | Programme d'Appui aux Communes et Organisations Rurales pour le Développement du Sud (ACORDS) |                                                                                                           |
| Mali       | Programme d'appui a la reforme administrative et a la deconcentration (PARAD)                 | Le Commissariat au Développement Institutionnel (CDI); Le Ministère de la Réforme de l'Etat; la Direction |

|                  |                                                                                                                             |                                                                                                                                                         |
|------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  |                                                                                                                             | Nationale des Collectivités Territoriales (DNCT); le Ministère de l'Economie et des Finances (MEF), Elu(e)s, Agents de Collectivités et Société Civile. |
| Nicaragua        | Education sector policy programme and its decentralization                                                                  |                                                                                                                                                         |
| Papua New Guinea | Strengthening of districts and local level governments                                                                      | Department of Provincial and Local Level Government Affairs (DPLGA)                                                                                     |
| Peru             | Programa de Apoyo al Desarrollo Socioeconómico y a la Descentralización en las Regiones de Ayacucho y Huancavelica (AGORAH) | Consejo Nacional de Descentralización (CND) – Government of Peru                                                                                        |
| Rwanda           | Decentralised programme for rural poverty reduction                                                                         |                                                                                                                                                         |
| Sierra Leone     | Decentralisation capacity building programme                                                                                | World Bank Trust Fund // Ministry of Local Government and Community development - Decentralisation Secretariat                                          |
| South Africa     | Urban development support to the Ethekwini municipality                                                                     | Ethekwini Municipality                                                                                                                                  |
| Uganda           | ACHOLI programme (decentralised cooperation programme for the North of Uganda)                                              | Government of Uganda - National Authorising Officer                                                                                                     |

Benin: "(Aid modality chosen enable to fit particular timing of decentralisation process): La décentralisation étant un processus qui nécessite beaucoup de flexibilité, il a été prévu que les Devis Programmes (DP) des années 2 et 3 tiennent compte de l'analyse prévisionnelle, exécutée au cours de la première année, des capacités et des besoins spécifiques de chaque commune. (...) compte tenu de la relative lenteur dans la mise en place de la décentralisation, la Convention de Financement (CF) prévoit à juste titre deux conditionnalités à lever avant tout démarrage : tenue des élections et installation effective des maires."

Cambodia: "(Funds seem to be adequately channelled): The project is implemented through UNDP who have established a strong partnership with the MOI and in particular the Department of Local Administration (DOLA)."

Honduras: "(Aid modality not adequate according to various sources:) Desde el principio, el PROADES ha sido construido sobre una base débil y la idoneidad de la modalidad de apoyo presupuestario - justificada por la PF en 2004 como ""mecanismo que ... convierta (la descentralización) en una política de Estado que sobreviva los diferentes cambios de gobierno"" - fue puesta en duda por algunos donantes ya en la fase de su preparación, sea por razones de principio (Alemania: aparente contradicción de implementar un programa descentralizador por un AP centralizado), sea por riesgos de mal-aplicación de los fondos percibidos (Francia, Finlandia), sea con respecto a la gestión de riesgos de desempeño (Suecia); inquietudes que en retrospectiva parecen bien fundamentadas. El análisis de la situación actual del PROADES después de casi 3 años de funcionamiento sugiere que el paso de la modalidad de financiamiento por proyectos al apoyo presupuestario sectorial haya sido demasiado prematuro (véase también 5.1 A).

(...)

(Programme was launched while conditions for SPSP were not met:) Al momento de la firma del Convenio no existían los 3 elementos mínimos requeridos por la Guía para el Apoyo de la CE a Programas Sectoriales. El PRODEL, un mero borrador ('propuesta consensuada') de plan sectorial, no llegó a ser una política sectorial, con reglas claras sobre el proceso de descentralización y las responsabilidades respectivas de los dos niveles de gobierno. Tampoco habían presupuestos a medio plazo propiamente dichos ni un proceso de coordinación que fuese liderado por el gobierno.

(...)

(Restrictive EC procedures:) El hecho de que prácticamente todas las organizaciones de la SC ejecutan proyectos con fondos públicos y privados (con lo que aseguran su

supervivencia) junto al estricto reglamento de licitación de la CE en cuanto a conflictos de intereses, constituye un obstáculo sustancial para la participación de la sociedad civil en el Foro como ha sido por ejemplo el caso con FUNDEMUN. "

Mali: " // FROM REPORT 2: Globalement, les résultats de l'appui institutionnel sont assez mitigés et même si un grand nombre d'actions sont en cours ou déjà lancés, il apparaît que l'organisation et le mode de fonctionnement peu optimal au niveau des structures y sont pour beaucoup."

Papua New Guinea: "(Grant facility of the programme does not seem to be optimal to ensure that the programme reach the poorest districts): There is a general question as to whether the format of component 1- Call for Proposals - is the most appropriate, particularly to support poor districts, which will probably be least likely to produce good proposals and have them approved. The project developed a mechanism for biasing the selection in favour of the poorer districts, but that is only a partial solution, since some of the districts may not even be capable of producing proposals. "

Sierra Leone: " // FROM REPORT 3: The project activities have not been implemented as scheduled mainly as a consequence of the slow progress in the revision and amendment of the legal and policy framework, and the limited financial capacity of the counterpart to undertake the devolution process ."

South Africa: "(Innovative approach to fund the action. Adequacy still to be confirmed): "this is the first time the EC has used a sector based funding approach to support a local municipality. The ABMD experience is ground breaking for the EC and the EMA. Its lessons will inform future interventions aimed at supporting and implementing municipality urban development programmes.""

"Uganda: " // FROM REPORT 3: (Flexibility of the programme to adapt to changes in local context:) The programme demonstrated considerable flexibility to ensure that planned beneficiaries had access to results and services during the programme period. Projects which were proposed at programme inception, which subsequently became inaccessible and insecure locations where communities had fled, were ""shelved"". Projects which were located closer to displaced camps where 85% of the population had congregated at the peak of the conflict from 2002-2004 were given preference.  
(Flexibility of the programme to ensure efficiency:) As the programme realised that sub-counties did not have the capacity (nor the commitment as conditions deteriorated) to administer the funding allocated to this level, the AP ""centralised"" funds to district level to limit under-utilisation and mismanagement of resources."

#### **4.1.4 JC4. The EC use of multi-actor/level approach is responsive to national contexts**

Madagascar: "(coordination with national stakeholders has been ensured during the design phase): Les principales parties prenantes sont le Ministère de l'Economie des finances et du budget, le Ministère de la Décentralisation, la DCE et les 9 régions couvertes par le programme, qui ont été toutes à des degrés divers impliquées dans la conception. "

## 4.2 EQ4: 3Cs.

*To what extent has the EC ensured coordination and complementarity with other donors, active in the decentralisation arena, and ensured coherence with EC policies and activities?*

### 4.2.1 JC1. The EC has contributed to establishing and implementing coordination mechanisms with member states and major donors (on decentralisation support programmes at different levels)

Benin: "(Existence of a donor group but no indication on the contribution of the EC to the group): L'existence depuis quelques années du groupe des bailleurs de fonds actifs dans la décentralisation a permis lors de la conception de prendre en compte un certain nombre de problèmes non résolus lors de projets précédents."

Honduras: "(A Tripartite Forum on Decentralisation exists but its use seems questionable): La coordinación de la política sectorial corresponde al Foro Tripartito de Descentralización (FTD), creado el 30/03/2005 como instancia de asesoría, consulta y promoción del dialogo entre la sociedad civil, la cooperación internacional y el Gobierno para lograr consenso sobre el proceso de Descentralización y que debe reunirse 3 veces por año. Sin embargo, el potencial del FTD como espacio de verdadero debate sobre la descentralización no se aprovecha todavía. Debiendo su existencia a una condición acordada con la CE (condición 4, Tramo Fijo), su función - lejos de ser una estructura clara y viable de coordinación - se reduce hasta ahora a un espacio de intercambio de informaciones. // FROM REPORT 2: La coordinación entre el Gobierno, los donantes y la sociedad ha tenido momentos de tensión en el pasado. Sin embargo en los dos últimos años se puede apreciar un nivel superior de la coordinación, como se puede derivar de las agendas y ayudas memorias del Foro Tripartito de la Descentralización. Este Foro, a pesar de que existe desde el 2004 hasta recientemente ha discutido y aprobado un reglamento para su funcionamiento. "

Mali: "(several coordination mechanisms have been developed in the framework of the programme): Plusieurs mécanismes de coordination sont prévus, dont les plus importants : au niveau politique (Comité de Suivi de la Réforme de l'Etat) sous la présidence du Premier Ministre, la Commission de Coordination du PDI, au niveau technique, Le Comité de Pilotage (CdP), réunissant tous les acteurs principaux sur une base trimestrielle et les Points Focaux (Groupes de Travail)."

Rwanda: "Donor Coordination is lacking. Aid donor meetings take place, information is exchanged, but no common strategy has been agreed to look for synergies and complementarity. There is no joint co-financing, not much parallel funding. There are as many implementation modalities, procedures and reporting as aid donors."

Uganda: " // FROM REPORT 2: (good coordination mechanisms): The coordination with other relevant projects and donors is intense, especially at the level of the EC Delegation. Regional coordination in Acholi Land is improving with the imminent constitution of a Donor Technical Group for Northern Uganda."

### 4.2.2 JC2. There is complementarity between the interventions of the EC, the EU Member States and other donor agencies active in the decentralisation arena

Cambodia: "(Existence of a National Committee for decentralisation but it is not clear whether the EC has contributed to its establishment): Possible impediments to implementation of the design are several other projects which will also be working at

commune level and may duplicate inputs. Fortunately a newly formed National Committee for D&D reforms has the mandate to seek solutions to any project overlapping and subsequent fragmentation."

Mali: "(complementarity has been ensured): Le programme bénéficie de la continuité du financement FED, permettant la mobilisation d'autres PTF, bilatéraux et multilatéraux. (15 au total). La Banque Mondiale, initialement absente dans les discussions entre PTF, a récemment décidé de canaliser une partie de son financement à travers les mécanismes du Programme de Développement Institutionnel (PRODES/PRODEC). La coordination des bailleurs de fonds internes avec les autorités nationales, est bien structurée et efficace."

Papua New Guinea: "(Good complementarity): Donor coherence, complementarity and coordination do exist and have been expressed in a variety of ways, such as in: the definition of the focus of the programme on districts and local level governments to complement the focus of an already existing project at the level of sub-national administration; the considerable overlap between the SCs of the project and the AusAid-financed PPII project; the regular meetings held between the TA of various projects of cooperation with PNG."

Sierra Leone: "(Conflict between WB-EC-DFID programme and UNDP and USAID): The United Nations Development Programme (UNDP) and United Agency for International Development (USAID) have parallel programmes running and this is affecting Programme coordination although the Project has been mandated by the GoSL to coordinate all activities for Decentralization"

Uganda: " // FROM REPORT 2: (good complementarity): Synergies can be observed with the 3 EC projects under the MPP scheme and with measures promoted by other donors currently supporting the decentralisation process (Danida, the Netherlands, Development Cooperation Ireland). // FROM REPORT 3: The Programme was consistent with and supportive of the Government of Uganda (GoU) policy of decentralisation (...). It also complemented two other EC initiatives: (i) the Karamoja Programme to the north-east; and (ii) the Micro Projects Programme (MPP) to the north-west, which adopted similar approaches; and the Local Government Development Programme (LGDP) financed by the World Bank (over to phases 2001-2008) which was co-financing development plans of sub-county administrations."

#### **4.2.3 JC3. EC support to decentralisation processes is coherent with other policies, programmes and activities**

Peru: " // FROM REPORT 2: (coherence with other EC activities) La coordinación con el Programa PASA-UE y otros programas y proyectos contribuye al desarrollo de las capacidades institucionales de gobiernos regionales y locales."

### 4.3 EQ5: Devolution of functions and resources.

*To what extent has EC support to decentralisation processes contributed to the devolution of functions & resources to local governments?*

#### 4.3.1 JC1. National decentralisation policies and strategies have been developed

Honduras: "(limited effects) Parece indudable que la contribución del PROADES a la descentralización y sus beneficios a medio y largo plazo via el PRODDEL hasta el momento ha sido muy limitada // FROM REPORT 2: (effects on national decentralisation process not clear): Si bien es cierto que el proceso de descentralización se ha dinamizado con el aporte de PROADES en 2008, no hay todavía elementos para poder medir los efectos de las acciones ni en la mejora de las capacidades de la SGJ o de las municipalidades. "

Sierra Leone: " // FROM REPORT 3: (some effective transfer of functions were ensured but the overall decentralisation process supported by the MDTF still faces some challenges:) Alongside the provision of basic capacity building, the responsibility for some basic services has been transferred to the Councils.

(...) About 43 functions out of a total of 80 targeted for devolution are yet to be devolved and there is a risk of deconcentrating functions to the LGs rather than devolving them, hampering decentralisation. "

#### 4.3.2 JC2. National legislations supporting decentralisation processes (especially the transfer of functions) have been enacted

n/a

#### 4.3.3 JC3. Local governments fiscal and human resources have increased

Benin: " // FROM REPORT 2: (Although new sources of income have appeared in budget of local governments, it is not clear whether the resources have significantly increased; the transfer of resources had not been fully completed at the time of the report): Des initiatives apparaissent en matière de mobilisation des ressources financières locales. Ainsi, 2 communes ont mis en place un système de taxation des marchés hebdomadaires, d'autres ont décidé de taxer le bétail transhumant et sédentaire. (...) Si 26 communes (contre 24 en 2003) ont une recette par tête d'habitant supérieure à 1000 FCFA, elles ne sont que 8 (contre 10 en 2003) à avoir des dépenses par tête d'habitant supérieure à 600 FCFA. (...) Beaucoup de résultats d'activités ne verront leur aboutissement que lorsque les communes bénéficieront de la totalité des transferts en provenance de l'Etat. Actuellement, les transferts en moyens financiers, humains et matériels ne sont toujours pas effectif à 100 %. Lorsque les communes bénéficieront d'un fonds d'investissements spécifique leur permettant de financer leur propre politique ainsi que les PDC, elles pourront mesurer tout l'impact de leur renforcement en capacités issues des actions du PRODECOM."

Honduras: " // FROM REPORT 2: (potential increase): Si se excluyen las transferencias del 5% a los municipios, y se asume que los recursos PROADES asignados por SEFIN se utilizaron para financiar enteramente las actividades de PRODDEL, el impacto de los recursos de la Comunidad sería --entre 2005 al 2008-- de más del 60% del total presupuestado y de más del 80% del total efectivamente ejecutado. "

Sierra Leone: " // FROM REPORT 2: (increase of financial resources not ensured): The main problem of the LCs is financial: the administrative grants are not being disbursed on time or regularly. The fiscal revenue issue is a very critical problem, directly linked to the confusion about the roles and responsibilities of the Chiefdoms."

#### 4.3.4 JC4. Local governments autonomy has increased

n/a

#### 4.4 EQ6: Stakeholders' Capacities.

*To what extent has EC support to decentralisation contributed to strengthening the capacities of stakeholders involved in the decentralisation processes in partner countries?*

##### 4.4.1 JC1. Improved management and administrative capacity of key central government bodies involved in decentralisation policy formulation and implementation

Sierra Leone: " // FROM REPORT 2: The project continues to build and maintain capacities at central level, where the main beneficiaries are the staff of the DS (32) and LGFD (15), who have been well equipped and trained. The 4 Regional capacity coordinators and 17 coaches (also DS staff) are working with the LCs."

##### 4.4.2 JC2. Improved capacities of local governments for management of decentralised administrative, fiscal and political responsibilities / powers

Benin: " // FROM REPORT 2: (The effective development of local capacities has enabled the transfer of functions but some challenges remain): A ce jour, les différents appuis tant des EMAC que des autres prestataires commencent à porter leurs fruits. Les communes assurent peu à peu leurs différentes tâches en matière de gestion administrative, financière et technique. 77 % d'entre elles ont vu leur budget accepté par les autorités de tutelle ; 97 % ont adopté leur Plan de Développement Communal (PDC). Si les agents communaux ont pu bénéficier de formation, leur nombre est toujours largement insuffisant. // FROM REPORT 3: Les discussions tenues avec certains bénéficiaires tendent à prouver l'impact de l'ensemble des actions du PRODECOM auprès des communes. Si le renforcement des capacités des services communaux ne paraissait pas une priorité il y a 3 ans, aujourd'hui les maires et leurs collaborateurs apprécient à juste titre les efforts fournis."

"Honduras: "" // FROM REPORT 2: (ambivalent results) Si bien es cierto que el proceso de descentralización se ha dinamizado con el aporte de PROADES en 2008, no hay todavía elementos para poder medir los efectos de las acciones ni en la mejora de las capacidades de la SGJ o de las municipalidades.

(...)

En relación al R1 (Fortalecidas las instituciones en su capacidad de gestión) .1. El 20% de los municipios del grupo C y D han sido auditados por el TSC el 30% a 2007. Todos los municipios del país han sido auditados desde el 2005 por lo menos una vez. 2. Al menos 100 municipios aplican los manuales de gestión presupuestaria aprobados por la SGJ en dic. 2005, 250 en 2008. El 100% de los municipios usan el manual de la SGJ porque es en estos formatos del manual que deben entregar la información para efectos de la programación y pago de la transferencia del 5%, sin embargo falta unificar las metodologías y sistemas de gestión. PROADES está contribuyendo a la definición de la metodología y su aplicación 3. El 80% de los municipios del grupo C y D han participado en el programa de capacitación municipal de la SGJ con al menos 2 autoridades municipales electas y 2 del área técnica. Hay retrasos en este indicador, las capacitaciones están en curso (en el marco de PATMUNIS - préstamo BID, 40 municipalidades en 2008). En el marco del Programa Nacional de Capacitación y Asistencia Técnica Municipal (PNCATM) - PROADES, se realizaron 16 talleres de capacitación en 2008 en conjunto entre SGJ y TSC. ""

"Peru: "" // FROM REPORT 3: (Uneven results): El primer esfuerzo debería encaminarse al fortalecimiento de los Gobiernos Regionales, entregándoles las herramientas para que su gestión administrativa y fiscal fuese eficiente y transparente. Pese al intento por ponerlas a



disposición, los productos no se concretaron, manteniendo los Beneficiarios las mismas debilidades en gestión y manejo de recursos.

Hay que subrayar que la ausencia de recurso humano calificado fue también un factor que afectó la incorporación de estos productos. Un total de 48 contratos fueron firmados con empresas consultoras y consultores/as independientes, sin embargo los estudios estratégicos no se concluyeron o bien los resultados no fueron aceptados por los beneficiarios. Los factores que incidieron en el poco desarrollo del fortalecimiento institucional están ligados especialmente a factores internos: falta de transparencia en la Unidad de Gestión y Gobiernos Regionales, el poco involucramiento de éstos en la selección de las empresas consultoras, la declinación de dos contratos de servicios importantes (Escuela Nacional de Control y DESCO) y el cierre del Consejo Nacional de Descentralización que deparó en un año de paralización del Proyecto. No hay que desconocer las limitaciones de la ATI, que se evidenciaron en todo el desarrollo de la Acción.

(...)

(Positive aspect of the project) Con respecto al aumento de las capacidades de gestión de los Gobiernos Regionales se puede externar lo siguiente: El Gobierno Regional de Ayacucho ha sido acreditado para asumir el proceso de descentralización, mientras Huancavelica requiere todavía el cumplimiento de algunos aspectos, como el plan de desarrollo de capacidades (aunque este elemento no se logró constatar con información oficial).""

Sierra Leone: " // FROM REPORT 2: (positive effect but might be lost): The Mid-Term Review of the IRCBP (February 2007) mentions overall satisfactory progress for the capacity building components, especially in the first two and a half years. All 19 Local Councils (LC) were trained and developed the basic capacities in participatory planning, program-based budgeting, accounting, project design and implementation. (...) New Local Government elections are due to take place in May 2008: as the LCs have not been able to deliver services, and expectations were raised among the population, the risk is high that the present councillors are voted out. Since the capacity building has mainly concentrated on this target group, this means that a large part of the present experience could be lost. // FROM REPORT 3: (capacities have been enhanced at local level): Key infrastructure has been provided to the District Councils. 13 out of 19 office complexes have been completed. The level of staffing is good, procurement and monitoring functions have been provided for and the internal audit should be in place."

Uganda: " // FROM Report 3:(Only partial results): Capacity-building and empowerment of local government at sub-county (LC3) level to undertake bottom-up planning was very limited and plans to develop MIS and GIS systems at this level never materialised. (...) The capacity of local government systems to undertake bottom-up planning based on locally articulated needs and priorities was only partially achieved because both communities and the local government administration were displaced and severely affected by the insecurity. The provision of specific services and investment according to District Development Plans (DDP) was the most significant achievement with 201 projects implemented (compared to 75 planned). However, the quality of the projects did not always conform to regular government standards. The capacity of local government to deliver and manage services and facilities including outsourcing to the private sector was achieved at district level, but not at sub-county level. "

#### **4.4.3 JC3. Improved capacities of relevant non state actors (LG associations etc)**

Uganda: " // FROM Report 3:(Limited results): Without being able to sufficiently strengthen community and local government capacity at sub-county level, the effects of the programme will to some extent be limited at this critical level. PIC/PMUs though were instituted and still exist at health and school facilities as a legacy of the Acholi Programme (AP). Similar community management mechanisms are being established through other interventions

(including NGOs). Furthermore, the programme instituted planning and coordination mechanisms at district level which have been maintained (for example the District Core Planning Team in Gulu). More organisations (not just government) now better recognise the importance of District Development Plans as the tool for planning and regulating all project activities within the region."

#### 4.5 EQ7: Local Governance.

*To what extent has EC support to decentralisation processes contributed to improving local governance especially regarding participation, accountability and transparency?*

##### 4.5.1 JC1. Improved legal and institutional framework for citizen engagement in local affairs

Cambodia: "Impact to date is high. The idea of representative associations has 'caught on'."

Peru: " // FROM REPORT 2: (some positive effects) Principalmente en Huancavelica, a complemento de las obras de construcción de carreteras (carretera Izcuchaca- Huancayo) se han constituido alianzas estratégicas con el proyecto del Ministerio de Vivienda, Saneamiento y Construcción "mejorando mi pueblo" y se ha generado la constitución de un "comité de vigilancia y de gestión de la carretera" por parte de municipalidades y organizaciones de la sociedad civil."

##### 4.5.2 JC2. Increased transparency in fund allocation and utilisation

n/a

##### 4.5.3 JC3. Increased local participation in local development planning and oversight of decentralised units/local governments

Benin: " // FROM REPORT 2: (Effective participation in local affairs): Afin d'impliquer au mieux la société civile, l'ensemble des communes a un plan de communication et a mis en place un comité de pilotage du PDC. "

Honduras: " // FROM REPORT 2: R2 (Establecidos y reforzados sistemas efectivos de participación ciudadana): IOV El 20% de los municipios C y D cuenta con una auditoría social del desarrollo de la ejecución presupuestaria en 2005, 60% en 2007 (224 comisiones ciudadanas). Los 224 municipios C y D cuentan con una auditoria social, sin embargo, falta unificar la metodología ya que varios actores han contribuido a realizar la auditoria (CONADEH, ASDI)."

Uganda: " // FROM REPORT 3: (Limited results): Community participation in the development planning process and management of services was really only achieved through the introduction of Project Implementation and Management Committees (PIC/PMC) which were a limited success (especially at health centres and schools), there is otherwise considerable evidence of communities remaining dependent upon government and external interventions following the humanitarian crisis. (...) a major weakness of the programme (partly determined by external factors - insecurity - outside its control) was that there was insufficient capacity-building of communities (principal beneficiaries) to participate effectively in the development planning process and to hold local government accountable for the quality of investment decisions. To this extent communities did not have access to adequate means to achieve this."

##### 4.5.4 JC4. Improved local accountability of local governments/decentralised units

Uganda: " // FROM REPORT 3: (Limited results): The ability of the lower governments and communities to hold the higher government accountable for the quality of investment decisions and service delivery has not been achieved during this period."

#### **4.6 EQ8: Service Delivery.**

*To what extent has EC support to decentralisation processes contributed to enhancing and sustaining service delivery at local level?*

##### **4.6.1 JC1. Increased financial resources and improved allocation of resources for local service provision**

Honduras: " // FROM REPORT 2: R3 Creadas las condiciones que estimulan el desarrollo socioeconómico local, enmarcado en el ordenamiento territorial. IOV. 2. El 5% de municipios C y D integran el enfoque de ordenamiento territorial en su Plan Estratégico de Desarrollo del Municipio a 2005, el 10% a 2006 y el 20% a 2007. El 100% de los municipios cuenta con un PEDM, sin embargo la calidad no es satisfactoria ya que no todos incluyen el concepto de OT de acuerdo a la nueva ley."

Peru: " // FROM REPORT 3: (The impact of the programme on local development is not clear): En el caso de las infraestructuras vale decir que el impulso al desarrollo productivo sobre los ejes viales construidos no se dio, las obras en el caso de Ayacucho no han sido concluidas, y aunque existe un aumento notable de la inversión pública, esta no está necesariamente ligada a las acciones del Proyecto. "

Uganda: " // FROM REPORT 3: An unplanned negative effects was that the Graduation Tax was abolished by GoU early on in the programme which reduced the resources local government could contribute to projects."

##### **4.6.2 JC3. Improved operation and maintenance of locally provided services**

Uganda: " // FROM REPORT 3: (Maintenance capacities has not been clearly ensured): Whilst PMUs still existed at health centres and schools, it was not clear what their added value was beyond the implementation phase. During implementation PMUs were signatory to the contractor's payment certificate which was an empowering measure. However, since completion of contract, there is no evidence of critical maintenance being undertaken at any of the facilities. Simple repairs, for example, required on hand-pumps installed on the boreholes are not being undertaken even one year after break-down."

##### **4.6.3 JC2. Improvements in the coverage and quality of locally provided services**

Uganda: " // FROM REPORT 3: (Increased coverage and quality but sustainability not clearly ensured): There is no question that the quality and quantity of service delivery and facilities has increased as a result of the Acholi Programme and that this is a remarkable achievement in view of the insecurity that prevailed during the programme's life-time. It is questionable how far local communities were involved in identifying these priorities and how feasible this could have been under the circumstances. Local communities' ability to take ownership of their development process and manage their investment initiatives increased has only marginally been achieved. "

## **Annex 9: Overview of the evaluation matrix**

---

The table below provides an overview of the evaluation matrix.

| <i>Evaluation Question</i>                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Evaluation Question 1:</b> To what extent has the EC managed to establish a policy framework that facilitates programming and implementation of the EC support to decentralisation?                                                                      |
| <i>Judgement criteria</i>                                                                                                                                                                                                                                   |
| JC1.1 EC incorporates decentralisation in its cooperation with third countries                                                                                                                                                                              |
| <i>Indicators</i>                                                                                                                                                                                                                                           |
| Ind1.1.1 - Financial volumes and numbers and types of projects in the different regions/localities                                                                                                                                                          |
| Ind1.1.2 - Existence of elements related to decentralisation in the context analysis carried out during programming and prioritisation in RSP, CSP/NIP                                                                                                      |
| Ind1.1.3 - Existence of elements that addresses or identify decentralisation related issues in CSEs, MTRs, JARs and Thematic Evaluations                                                                                                                    |
| Ind1.1.4 - Evolution over time of EC concepts and approaches (in EC policy documents) towards a more comprehensive and elaborated approach to the support to decentralisation processes                                                                     |
| <i>Judgement criteria</i>                                                                                                                                                                                                                                   |
| JC1.2 EC policies, programming guides and reference documents are comprehensive and coherent                                                                                                                                                                |
| <i>Indicators</i>                                                                                                                                                                                                                                           |
| Ind1.2.1 - Coherence and comprehensiveness of documented policy statement, goals, and objectives                                                                                                                                                            |
| Ind1.2.2 - Coherence between documented EC policy statement, goals, objective and international efforts for coordination and harmonisation                                                                                                                  |
| <i>Judgement criteria</i>                                                                                                                                                                                                                                   |
| JC1.3 EC policies provide clear orientation and guidance to its interventions in support of decentralisation processes                                                                                                                                      |
| <i>Indicators</i>                                                                                                                                                                                                                                           |
| Ind1.3.1 - Clarity of EC policy/ strategies on decentralisation according to national stakeholders in partner countries                                                                                                                                     |
| Ind1.3.2 - Clarity of EC policy/ strategies on decentralisation according to other international donors                                                                                                                                                     |
| Ind1.3.3 - EC policy framework relative to decentralisation provide clear guidance to its interventions in support of decentralisation processes according to EC policy and operational staffs                                                              |
| <i>Evaluation Question</i>                                                                                                                                                                                                                                  |
| <b>Evaluation Question 2:</b> To what extent has the EC developed its overall institutional capacity to support decentralisation processes?                                                                                                                 |
| <i>Judgement criteria</i>                                                                                                                                                                                                                                   |
| JC2.1 The overall institutional environment at the level of the EC is suitable for appropriate support to decentralisation                                                                                                                                  |
| <i>Indicators</i>                                                                                                                                                                                                                                           |
| Ind2.1.1 - Adequacy of EC operational procedures to: pro-active and flexible approach to promoting decentralisation, rapid responses or long-term process support, identification and selection of adequate strategic partners and/or implementing agencies |
| Ind2.1.2 - Dialogue between staff in charge of decentralisation and those dealing with sectors                                                                                                                                                              |
| Ind2.1.3 - Existence of specialised thematic units/ staff dealing with decentralisation                                                                                                                                                                     |
| Ind2.1.4 - Existence of institutional incentives (e.g. space for risk-taking and innovative actions) or disincentives to effective and efficient action in the field of decentralisation (e.g. the possible negative effect of disbursement pressures)      |
| <i>Judgement criteria</i>                                                                                                                                                                                                                                   |
| JC2.2 The EC has adequately adapted the staffing levels required to deal with governance and                                                                                                                                                                |

|                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| decentralisation issues                                                                                                                                                                                                               |
| <i>Indicators</i>                                                                                                                                                                                                                     |
| Ind2.2.1 - Availability of adequate human resources in EUDs and HQs to deal specifically with decentralisation and local governance                                                                                                   |
| Ind2.2.2 - Overall knowledge and capacity of staff about different dimensions of decentralisation                                                                                                                                     |
| Ind2.2.3 - Availability and use of training opportunities related to decentralisation issues                                                                                                                                          |
| <i>Judgement criteria</i>                                                                                                                                                                                                             |
| JC2.3 Improved framework for monitoring and internalisation of experience related to EC support to decentralisation                                                                                                                   |
| <i>Indicators</i>                                                                                                                                                                                                                     |
| Ind2.3.1 - Existence and quality of monitoring & evaluation tools and processes in relation to results and impact achieved with decentralised strategies and programmes                                                               |
| Ind2.3.2 - Existence of joint learning systems (across sectors, themes, countries and regions) or systems to ensure an institutional memory (e.g. exchange of information, working groups, issues papers...)                          |
| Ind2.3.3 - Existence of "drivers of change" within the EC structures with a mandate to promote the effective implementation of decentralisation strategies and programmes                                                             |
| <i>Evaluation Question</i>                                                                                                                                                                                                            |
| <b>Evaluation Question 3:</b> To what extent has EC support to decentralisation processes been conceived in a way that it is responsive to national contexts and aligned with national regulations and policies?                      |
| <i>Judgement criteria</i>                                                                                                                                                                                                             |
| JC3.1 The EC response strategies in the area of decentralisation have been aligned with national regulations and the partner Governments' priorities / activities                                                                     |
| <i>Indicators</i>                                                                                                                                                                                                                     |
| Ind3.1.1 - Evidence of EC analysis of Government policies, strategies and operational procedures related to decentralisation reform, including assessment of risks and constraints                                                    |
| Ind3.1.2 - Alignment of EC interventions to national transfer mechanisms in channelling funds to LA                                                                                                                                   |
| Ind3.1.3 - Quality of dialogue with partner country and beneficiaries                                                                                                                                                                 |
| Ind3.1.4 - References in relevant CSP sections on decentralisation and local governance                                                                                                                                               |
| <i>Judgement criteria</i>                                                                                                                                                                                                             |
| JC3.2 The choice of entry points (including their sequencing or combination) reflects national contexts                                                                                                                               |
| <i>Indicators</i>                                                                                                                                                                                                                     |
| Ind3.2.1 - Evidence of sequencing of approaches/ entry points according to national contexts                                                                                                                                          |
| Ind3.2.2 - Key questions such as "How should existing interventions best evolve?" are addressed in Programming/ Identification / Formulation phases                                                                                   |
| <i>Judgement criteria</i>                                                                                                                                                                                                             |
| JC3.3 The choice of aid delivery methods (including their potential combination) has been appropriate to national contexts                                                                                                            |
| <i>Indicators</i>                                                                                                                                                                                                                     |
| Ind3.3.1 - Evidence on the evolution of the type of approaches used to support decentralisation and how they supported national specificities                                                                                         |
| Ind3.3.2 - Occasions where efficiency has been lost because of the inability of the programme to be adjusted because of changed country circumstances                                                                                 |
| Ind3.3.3 - Key questions on the choice of the most adequate aid delivery methods (such as "When and how to use sector budget support?" or "what are the risks related to the aid delivery method") are addressed in project documents |
| Ind3.3.4 - Assessment of relative strength and weaknesses of various aid delivery methods                                                                                                                                             |

|                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Judgement criteria</i>                                                                                                                                                                                        |
| JC3.4 The EC use of multi-actor/level approach is responsive to national contexts                                                                                                                                |
| <i>Indicators</i>                                                                                                                                                                                                |
| Ind3.4.1 - EC strategy papers and programmes include a political and institutional analysis of the role of the different actors in decentralisation and governance processes                                     |
| Ind3.4.2 - Mix of actors that the EC has chosen to work with in order to achieve established decentralisation objectives                                                                                         |
| <i>Evaluation Question</i>                                                                                                                                                                                       |
| <b>Evaluation Question 4:</b> To what extent has the EC ensured co-ordination and complementarity with other donors active in the decentralisation arena, and ensured coherence with EC policies and activities? |
| <i>Judgement criteria</i>                                                                                                                                                                                        |
| JC4.1 The EC has contributed to establishing and implementing coordination mechanisms with EU Member States and major donors (on decentralisation support programmes at different levels)                        |
| <i>Indicators</i>                                                                                                                                                                                                |
| Ind4.1.1 - Sharing of information and policy analysis on decentralisation and governance issues among EC and EU Member States at the level of partner countries                                                  |
| Ind4.1.2 - Records of EC resolving inconsistencies between its co-operation programmes and member states ones or other donors ones                                                                               |
| Ind4.1.3 - Lead role played by the EC in coordinating EC policy positions on decentralisation in partner countries                                                                                               |
| Ind4.1.4 - Evidence that the EC has the necessary flexibility to adjust to other donor approaches, when other donors lead mutual efforts to support decentralisation                                             |
| <i>Judgement criteria</i>                                                                                                                                                                                        |
| JC4.2 There is complementarity between the interventions of the EC, the EU Member States and other donor agencies active in the decentralisation arena                                                           |
| <i>Indicators</i>                                                                                                                                                                                                |
| Ind4.2.1 - Existence of dialogue with other (EU) donors during the EC programming process                                                                                                                        |
| Ind4.2.2 - Existence of a task division agreed upon among (EU) donor agencies in relation to the decentralisation agenda in a given partner country                                                              |
| Ind4.2.3 - EC jointly finance decentralisation programmes with Members States and major donors                                                                                                                   |
| Ind4.2.4 - EC policy officials and EU Delegations' personnel participate in policy forums (both internationally and nationally)                                                                                  |
| <i>Judgement criteria</i>                                                                                                                                                                                        |
| JC4.3 EC support to decentralisation processes is coherent with other policies, programmes and activities                                                                                                        |
| <i>Indicators</i>                                                                                                                                                                                                |
| Ind4.3.1 - Coherence between EC strategies related to decentralisation and to larger sectors such as health, education, road infrastructure                                                                      |
| Ind4.3.2 - Integration of crosscutting issues such as gender mainstreaming and environment into decentralisation programmes                                                                                      |
| Ind4.3.3 - Inclusion of relevant indicators in GBS performance assessments                                                                                                                                       |
| <i>Evaluation Question</i>                                                                                                                                                                                       |
| <b>Evaluation Question 5:</b> To what extent has EC support contributed to the decentralisation of powers, functions and resources to local government in partner countries?                                     |
| <i>Judgement criteria</i>                                                                                                                                                                                        |
| JC5.1 National decentralisation policies and strategies have been developed                                                                                                                                      |
| <i>Indicators</i>                                                                                                                                                                                                |
| Ind5.1.1 - Existence and quality of national decentralisation policy and specific devolution processes                                                                                                           |



|                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ind5.1.2 - Existence and quality of national government institutional arrangements to implement decentralisation reform                                                                                                       |
| <i>Judgement criteria</i>                                                                                                                                                                                                     |
| JC5.2 National legislations supporting decentralisation processes (especially the transfer of functions) have been enacted                                                                                                    |
| <i>Indicators</i>                                                                                                                                                                                                             |
| Ind5.2.1 - Existence of national legislations supporting decentralisation processes                                                                                                                                           |
| Ind5.2.2 - Sector legislation is aligned with LG legislation and decentralisation policy                                                                                                                                      |
| <i>Judgement criteria</i>                                                                                                                                                                                                     |
| JC5.3 Local governments fiscal and human resources have increased                                                                                                                                                             |
| <i>Indicators</i>                                                                                                                                                                                                             |
| Ind5.3.1 - Evolution of the structure of local governments in terms of human resources                                                                                                                                        |
| Ind5.3.2 - Evolution of the fiscal resources available at local level                                                                                                                                                         |
| <i>Judgement criteria</i>                                                                                                                                                                                                     |
| JC5.4 Local governments autonomy has increased                                                                                                                                                                                |
| <i>Indicators</i>                                                                                                                                                                                                             |
| Ind5.4.1 - Evolution of fiscal autonomy (powers to raise revenue, relative share of discretionary funds in LGs, autonomy in budgeting etc)                                                                                    |
| Ind5.4.2 - Evolution of LG Autonomy for HRM (the extent to which LGs can hire and fire and generally manage personnel)                                                                                                        |
| Ind5.4.3 - The role of various layers of government is clearly defined and extent to which LG autonomy is well described in legislation                                                                                       |
| <i>Evaluation Question</i>                                                                                                                                                                                                    |
| <b>Evaluation Question 6:</b> To what extent has EC support to decentralisation contributed to strengthening the capacities of stakeholders involved in the decentralisation processes in partner countries?                  |
| <i>Judgement criteria</i>                                                                                                                                                                                                     |
| JC6.1 Improved management and administrative capacity of key central government bodies involved in decentralisation policy formulation and implementation (incl. activities of oversight and support to decentralised bodies) |
| <i>Indicators</i>                                                                                                                                                                                                             |
| Ind6.1.1 - Key staff of central government bodies are undertaking policy formulation and reform implementation activities effectively                                                                                         |
| Ind6.1.2 - Perception by stakeholders (LG & CSO) that capacities of key central government bodies for decentralisation policy formulation and implementation have improved                                                    |
| Ind6.1.3 - Existence and use of M&E system                                                                                                                                                                                    |
| Ind6.1.4 - Development of intergovernmental / inter-ministerial relations in support of decentralisation policy                                                                                                               |
| <i>Judgement criteria</i>                                                                                                                                                                                                     |
| JC6.2 Improved capacities of local governments for management of decentralised administrative, fiscal and political responsibilities / powers                                                                                 |
| <i>Indicators</i>                                                                                                                                                                                                             |
| Ind6.2.1 - Evidence of improved financial management in local governments                                                                                                                                                     |
| Ind6.2.2 - Evidence of improved planning in local governments                                                                                                                                                                 |
| Ind6.2.3 - Evidence of improved HRM in local governments                                                                                                                                                                      |
| Ind6.2.4 - Existence of monitoring and evaluation system and evidence on the use of information produced at local level                                                                                                       |
| <i>Judgement criteria</i>                                                                                                                                                                                                     |
| JC6.3 Improved capacities of relevant non state actors (LG associations, etc)                                                                                                                                                 |
| <i>Indicators</i>                                                                                                                                                                                                             |
| Ind6.3.1 - Establishment and improvement of performance of local government associations                                                                                                                                      |

|                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ind6.3.2 - Increase in number and quality of NGOs working with local governments for service delivery and improved local governance                                                                            |
| Ind6.3.3 - Improvements in quantity and quality of research in local government issues                                                                                                                         |
| <i>Evaluation Question</i>                                                                                                                                                                                     |
| <b>Evaluation Question 7:</b> To what extent has EC support to decentralisation processes contributed to improving local governance, especially with regard to participation, accountability and transparency? |
| <i>Judgement criteria</i>                                                                                                                                                                                      |
| JC7.1. Increased local participation in local government affairs                                                                                                                                               |
| <i>Indicators</i>                                                                                                                                                                                              |
| Ind7.1.1 - Introduction of or improvement in local elections                                                                                                                                                   |
| Ind7.1.2 - Existence and use of mechanisms for direct participation for all phases of local government planning cycle                                                                                          |
| <i>Judgement criteria</i>                                                                                                                                                                                      |
| JC7.2 Improved local accountability of local governments/ decentralised units                                                                                                                                  |
| <i>Indicators</i>                                                                                                                                                                                              |
| Ind7.2.1 - Existence and use of feed back mechanisms and procedures for dialogue with citizens (notice boards with budgets, use of citizen score cards etc)                                                    |
| <i>Judgement criteria</i>                                                                                                                                                                                      |
| JC7.3 Increased transparency in fund allocation and utilisation                                                                                                                                                |
| <i>Indicators</i>                                                                                                                                                                                              |
| Ind7.3.1 - Evolution of budget allocation procedures: use of formula based grants, etc                                                                                                                         |
| Ind7.3.2 - Financial information (esp. on transfers from government and their allocation) provided to the citizens                                                                                             |
| <i>Evaluation Question</i>                                                                                                                                                                                     |
| <b>Evaluation Question 8:</b> To what extent has EC support to decentralisation processes contributed to enhancing and sustaining service delivery at local level?                                             |
| <i>Judgement criteria</i>                                                                                                                                                                                      |
| JC8.1 Increased financial resources and improved allocation of resources for local service provision                                                                                                           |
| <i>Indicators</i>                                                                                                                                                                                              |
| Ind8.1.1 - Total increase in funds allocated for service delivery (as opposed to administration) in local governments                                                                                          |
| Ind8.1.2 - Improved targeting of resources through e.g. need based formula based allocations                                                                                                                   |
| Ind8.1.3 - Existence of public-private partnerships in the delivery of services                                                                                                                                |
| <i>Judgement criteria</i>                                                                                                                                                                                      |
| JC8.2 Improved operation and maintenance of locally provided services                                                                                                                                          |
| <i>Indicators</i>                                                                                                                                                                                              |
| Ind8.2.1 - Allocations for operation and maintenance in local budgets and assessments of their adequacy                                                                                                        |
| Ind8.2.2 - Evidence on improvements in degree of operation and maintenance (operational schools, operational water points, etc)                                                                                |
| <i>Judgement criteria</i>                                                                                                                                                                                      |
| JC8.3 Improvements in the coverage and quality of locally provided services                                                                                                                                    |
| <i>Indicators</i>                                                                                                                                                                                              |
| Ind8.3.1 - Evidence of improved access to locally provided services delivery esp. for vulnerable groups (quantitative expansion of services)                                                                   |
| Ind8.3.2 - Evidence of qualitative improvements to locally delivered services                                                                                                                                  |

## **Annex 10: List of People Interviewed**

---

The table below provides an overview of the people interviewed during the evaluation.

*Table 1 List of people interviewed during the desk phase*

| <i>Name</i>     | <i>First name</i> | <i>Institution</i>                                                                                                      |
|-----------------|-------------------|-------------------------------------------------------------------------------------------------------------------------|
| Aatieh          | Sajieh            | Union of Municipalities of Joumeh Aakar / President of Rahbeh Municipality (Lebanon)                                    |
| Abadi           | Cécile            | European Commission (EUD) (Lebanon)                                                                                     |
| Abdoulaye       | Toure             | Ministère des finances (Mali)                                                                                           |
| Aceron          | Joy               | Government Watch (G- WATCH) – Ateneo School of Government (ASoG) (Philippines)                                          |
| Adama           | Sissouma          | DNCT (Mali)                                                                                                             |
| Adib            | Mustapha          | Advisor to the Prime Minister Najib Miqati - Director Centre d'Etudes Stratégiques pour le Moyen Orient CESMO (Lebanon) |
| Adra            | Jawad             | Information International Research Consultants - Director (Lebanon)                                                     |
| Aguissa A.      | Aziz              | CDI (Mali)                                                                                                              |
| Ahmad           | Fawaz             | Socotec (Mali)                                                                                                          |
| Alcerro         | Antonio           | Comayagua Municipality (Honduras)                                                                                       |
| Al-Hajal        | Khalil            | Ministry of Interior and Municipalities - General Directorate of Municipalities (Lebanon)                               |
| Al-Khatib       | Hind              | Ministry of Administrative Reforms - LOGO (Lebanon)                                                                     |
| Allaye          | Touré             | Association des représentants de la société civile (Mali)                                                               |
| Aloyce          | John              | Morogoro Municipal Council (Tanzania)                                                                                   |
| Alvarado        | Jonabelly         | Municipality Auditing Direction / Supreme Accountability Tribune (Honduras)                                             |
| Amadou          | Imnar             | CADD Hydraulique (Mali)                                                                                                 |
| Amanda Valdez   | Luz               | USAID: Prodescentralización (Ayacucho) (Peru)                                                                           |
| Anicama         | Juan              | Dirección Regional de Salud (Peru)                                                                                      |
| Antoun          | Randa             | Professor of Public Administration – Expert on decentralisation (Lebanon)                                               |
| Arnaut          | Sateh             | World Bank, EU Funded Programme on Municipal Finance (Lebanon)                                                          |
| Atallah         | Sami              | Lebanese Centre for Policy Studies LCPS - Senior Expert of municipal financial resources (Lebanon)                      |
| Avila           | Roberto           | Municipality Auditing Direction / Supreme Accountability Tribune (Honduras)                                             |
| Badolo          | Loussir           | KFW (Benin)                                                                                                             |
| Baertl Helguero | Andrea            | CIES, Consortium de Investigación Económico y Social (Peru)                                                             |
| Baingana        | Elias             | MINECOFIN (Rwanda)                                                                                                      |
| Balicas         | Roy               | Consultant on Admin and Finance – Province of Negros Occidental (Philippines)                                           |
| Barbe           | Jean              | EUD (Benin)                                                                                                             |
| Barrameda       | Silvestre, Jr.    | Local Government Academy (LGA) (Philippines)                                                                            |
| Bashawaty       | Simon             | Ministry of Administrative Reforms - LOGO (Lebanon)                                                                     |
| Bassil          | Najwa             | Municipality of Jbeil-Byblos and Senior expert LOGO 1 (Lebanon)                                                         |
| Bauer           | Anja              | Delegation of the European Union (Philippines)                                                                          |
| Bautista        | Lynette           | Policy Development and Planning Bureau – Department of Social Welfare and Development (DSWD) (Philippines)              |
| Bellini         | Chiara            | EUD (Sierra Leone 2005-2010)                                                                                            |
| Bello           | Marwynn           | Bureau of International Health Cooperation –                                                                            |

| <i>Name</i>     | <i>First name</i> | <i>Institution</i>                                                                       |
|-----------------|-------------------|------------------------------------------------------------------------------------------|
|                 |                   | Department of Health (BIHC – DOH) (Philippines)                                          |
| Bermúdez        | Violeta           | USAID: Prodescentralización (Directora adjunta) (Peru)                                   |
| Betancourt      | Orlando           | Education Ministry (Honduras)                                                            |
| Bicciato        | Francesco         | UNDP/Art Gold (Lebanon)                                                                  |
| Bifani          | Alain             | Ministry of Finance - General Director (Lebanon)                                         |
| Bockarie        | Pious             | UNDP/Kenema District Economic Recovery Programme (KDERP) (Sierra Leone)                  |
| Boubaca         | BA                | Association des Municipalités du Mali                                                    |
| Bounafou        | Touré             | Cellule d'Appui à la Réforme des Finances Publiques (Mali)                               |
| Bouchard        | David             | EUD (Honduras)                                                                           |
| Boweson         | Philips           | Freetown City Council (Sierra Leone)                                                     |
| Bréhima         | Thiero            | CADD Hydraulique (Mali)                                                                  |
| Buch Kristensen | Kirza             | Delegation of the European Union, Tanzania, Governance                                   |
| Bustamante      | Ma Rita           | Delegation of the European Union (Philippines)                                           |
| Cabigas         | Roland            | La Liga Policy Institute (Philippines)                                                   |
| Cafferini       | Lionel            | AFD (Mali)                                                                               |
| Camacho         | Monina            | Union of Local Authorities of the Philippines (ULAP) (Philippines)                       |
| Candries        | Brenda            | Delegation of the European Union (Philippines)                                           |
| Caraccioli      | Arnoldo           | Technical Decentralisation Unit Ministry of the Interior and Population (Honduras)       |
| Carew           | Arthur            | National Authorising Office (NAO) (Sierra Leone)                                         |
| Carrim          | Yunus             | Deputy Minister, Cooperative Government and Traditional Affairs, COGTA (South Africa)    |
| Cassat          | Denis             | Agence Française de Développement - Director (Lebanon)                                   |
| Castillo        | Danilo            | Executive Chief / Association of Honduran Municipalities (AMHON) (Honduras)              |
| Castillo        | Severino          | (Gerente Regional de Desarrollo Económico) Gobierno Regional de Ayacucho (Peru)          |
| Castro          | Gloria            | Public Credit / Ministry of Finance (Honduras)                                           |
| Ceravolo        | Matilde           | EC, AIDCO.B.1 Geographical co-ordination and supervision for Latin America               |
| Cerritos        | Marcio            | Comayagua Municipality (Honduras)                                                        |
| Chabi           | Sébastien         | MDGLAAT/DCL (Benin)                                                                      |
| Chahrour        | Ibrahim           | CDR Planning and Programming department (Lebanon)                                        |
| Cheshire        | Milly             | Private Sector Development, Delegation of the European Union to South Africa             |
| Chipfupa        | Necodimus         | HelpAge international (Tanzania)                                                         |
| Christophe      | Casas             | EUD Mali                                                                                 |
| Cohen           | Douglas           | Programme Officer, South African Local Government Association (SALGA)                    |
| Condori         | Carlos            | Mesa de Concertación y Lucha contra la pobreza Ayacucho (Coordinador de la MCLCP) (Peru) |
| Conteh          | Bockarie          | EUD (Sierra Leone)                                                                       |
| Cruz            | Carlos            | Comayagua Municipality (Honduras)                                                        |
| Cruz            | Joel              | Local Government Academy (LGA) (Philippines)                                             |
| Daniel          | Mr. Smart         | HelpAge International (Tanzania)                                                         |
| David           | Mogollo Huerta    | EUD Mali                                                                                 |
| De Boer         | Vincent           | EUD Rwanda                                                                               |
| Decoux          | Alain             | EUD (Benin)                                                                              |

| <i>Name</i>     | <i>First name</i> | <i>Institution</i>                                                                                                                                  |
|-----------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Degbe           | Sylvain           | Royal Danish Embassy (Benin)                                                                                                                        |
| Dellacour       | Dominique         | EC, AIDCO.E.4                                                                                                                                       |
| Diala           | Boitemelo         | Manager, Expanding and Strengthening Community Based Participation in Local Government (CBP) – Development of Ward Committees, COGTA (South Africa) |
| Dicko           | M. Allaye         | PACT/GIZ (Mali)                                                                                                                                     |
| Djacoto         | Victorin          | CONAFIL (Benin)                                                                                                                                     |
| Dr. Brahim      | Fomba             | CFCT (Mali)                                                                                                                                         |
| Durieux         | Luc               | EUD (Sierra Leone)                                                                                                                                  |
| Duron           | Lourdes           | Decentralisation Unite / Association of Honduran Municipalities (AMHON) (Honduras)                                                                  |
| Edinger         | Kristian          | Royal Danish Embassy (Benin)                                                                                                                        |
| El-Chaar        | Rabih             | Ministry of Interior and Municipalities - Advisor to the Minister                                                                                   |
| Elly Prosper    | Arama             | Confed (Mali)                                                                                                                                       |
| Estrada         | Beth              | Agricultural Training Institute – Department of Agriculture (ATI – DA) (Philippines)                                                                |
| Fabre           | Raymund           | Asian Development Bank (ADB) (Philippines)                                                                                                          |
| Fache           | Andre             | EUD (Honduras)                                                                                                                                      |
| Fane            | Daria             | Head of Governance, EU Delegation Ghana                                                                                                             |
| Feghali         | Sami              | CDR Planning Division, Director of EC Support to Local Development in the North (Lebanon)                                                           |
| Ferrera         | Juan              | National Convergence Forum (FONAC) (Honduras)                                                                                                       |
| Fofana          | Fily              | Ministère de l'Education (Mali)                                                                                                                     |
| Fofana          | Munirr            | Port Loko District Council/Local Council Association, Sierra Leone (LOCASL)                                                                         |
| Foote           | Robert            | Belgian Technical Cooperation; Technical Advisor on Local Governance and head of DP local government reform group (Tanzania)                        |
| Fritz           | Joachim           | GIZ Programme Manager Strengthening Local Governance Programme (SGLP) (South Africa)                                                                |
| Gallard         | Patrick           | EUD / Programme Advisor (Peru)                                                                                                                      |
| Gallez          | Alain             | Ambassade de Belgique (Benin)                                                                                                                       |
| Galvin          | Eric              | Delegation of the European Union (Philippines)                                                                                                      |
| Gandolfo        | Marco             | AGORAH - Jefe de equipo de asistencia técnica (Peru)                                                                                                |
| Garcia          | Tatiana           | EUD / Programas temáticos (Peru)                                                                                                                    |
| Gayraud         | Emmanuel          | EC, AIDCO.E.4 Governance, security, human rights and gender                                                                                         |
| Gebara          | Khalil            | Advisor to the Prime Minister Saad El-Hariri – Senior Expert on Governance issues (Lebanon)                                                         |
| Gelege          | Salome            | Morogoro Municipal Council (Tanzania)                                                                                                               |
| George-Williams | Herbert           | Freetown City Council (Sierra Leone)                                                                                                                |
| Gnonlonkou      | Toussaint         | MDGLAAT/DGAE (Benin)                                                                                                                                |
| Gomez           | Freddy            | Comayagua Municipality (Honduras)                                                                                                                   |
| Gonzales Paucar | Julio             | Municipalidad de Ayacucho (Gerente Desarrollo Económico Local) (Peru)                                                                               |
| Gonzales Vigil  | José              | UNDP (Director de Programa) (Peru)                                                                                                                  |
| Gotis           | Manuel            | Bureau of Local Government Development – Department of the Interior and Local Government (BLGD - DILG) (Philippines)                                |
| Gunnaren        | Pierre            | EC (Papua New Guinea, Solomon Islands, Samoa)                                                                                                       |
| Habas           | Josette           | Consultante (Mali)                                                                                                                                  |
| Hagström        | Camilla           | Delegation of the European Union (Philippines)                                                                                                      |

| <i>Name</i>        | <i>First name</i>     | <i>Institution</i>                                                                        |
|--------------------|-----------------------|-------------------------------------------------------------------------------------------|
| Hamann             | Gabin                 | EC, AIDCO.E.4                                                                             |
| Hamdan             | Kamal                 | Consultation and Research Institute – Director (Lebanon)                                  |
| Hemberger          | Mathis                | EUD (Sierra Leone)                                                                        |
| Hernandez          | Christian             | Municipality Auditing Direction / Supreme Accountability Tribune (Honduras)               |
| Herpig             | Sven                  | Democratic Partnership for Local Governance in South East Asia (DEGOSEA) (Philippines)    |
| Hick               | Willy                 | EUD (Honduras)                                                                            |
| Holtmeir           | Frank                 | GTZ, Head of DP LGR Group - Tanzania                                                      |
| Iarrera            | Maria                 | Delegation of the European Union, Tanzania                                                |
| Ibrahim            | Coulibaly             | Ader Nord (Mali)                                                                          |
| Ibrahim            | Mohamed               | Association des Régions du Mali (ARM),                                                    |
| Ingabire H.        | Marie-Ange            | MINECOFIN (Rwanda)                                                                        |
| Jabah              | Omari                 | Morogoro Municipal Council (Tanzania)                                                     |
| Joseph Solis       | Emmanuel              | Decentralization Program, German International Cooperation (GIZ - DP) (Philippines)       |
| Kalokoh            | Hadiru                | MLG&RD (Sierra Leone)                                                                     |
| Kambi              | Athumani S.           | Morogoro Municipal Council (Tanzania)                                                     |
| Kanu               | Alhassan              | DecSec, MLG&RD (Sierra Leone)                                                             |
| Kanu               | Gibril                | Freetown City Council (Sierra Leone)                                                      |
| Karake             | Théogène              | RALGA (Rwandese Association of Local Government Authorities)                              |
| Karekezi           | Thaddée               | Rwanda Civil Society Platform (PFSCR) /Plate Forme de la Société Civile Rwandaise         |
| Kargbo             | Adams                 | Local Government Finance Department (LGFD) (Sierra Leone)                                 |
| Kassardjian        | Marie-Elena           | UNDP/Art Gold (Lebanon)                                                                   |
| Kema               | Eng. Koronel Mashalla | AMREF (Tanzania)                                                                          |
| Klingebiel         | Stephan               | KFW (Rwanda)                                                                              |
| Kubach             | Tarik                 | EUD Rwanda                                                                                |
| Kungalo            | Adriani               | MOREPEO (Tanzania)                                                                        |
| Ladwig             | Achim                 | EUD (Sierra Leone)                                                                        |
| Lahl               | David                 | GIZ (Rwanda)                                                                              |
| Lahlou             | Taoufik               | Ambassade de France (Benin)                                                               |
| Laymann            | Andrew                | CEO, Durban Chamber of Commerce and Industry (South Africa)                               |
| Lebbie             | Aiah                  | MLG&RD (Sierra Leone)                                                                     |
| Lebrun             | Pierre                | Embassy of Belgium (Rwanda)                                                               |
| Lema               | Mr Wilfred            | AMREF (Tanzania)                                                                          |
| Ljunggren-Bacherer | Malin                 | EUD/ Programas temáticos (Peru)                                                           |
| Lopez              | Cesar                 | Municipality Auditing Direction / Supreme Accountability Tribune (Honduras)               |
| Lukagingira        | Grace                 | Morogoro Municipal Council (Tanzania)                                                     |
| Lyimo              | Godlight              | MOREPEO (Tanzania)                                                                        |
| Machado            | Ivan                  | Comayagua Municipality (Honduras)                                                         |
| Madrid             | Africo                | Secretary of State – Ministry of the Interior and Population (Honduras)                   |
| Madurai            | David                 | Chief Director, Development Planning & LED Department COGTA (South Africa)                |
| Magwaya            | Sadick S. A.          | Ministry of Finance and Economic Affairs, EDF Programme Support Unit (Head of programmes) |

| <i>Name</i>                                 | <i>First name</i> | <i>Institution</i>                                                                                                                                                   |
|---------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             |                   | (Tanzania)                                                                                                                                                           |
| Makki                                       | Ismail            | CDR Environment and Agriculture (Lebanon)                                                                                                                            |
| Malada                                      | Brutus            | Programme Officer, Ministry COGTA (South Africa)                                                                                                                     |
| Mallya                                      | Joseph            | PMO-RALG, LGRP Finance Outcome Manager (working on LGR since 1995) (Tanzania)                                                                                        |
| Marañon                                     | Alfredo           | Province of Negros Occidental (Philippines)                                                                                                                          |
| Maravi                                      | Guillermo         | CTB-financiado: Programa de Centros de Servicios empresariales no financieros en el corredor Ayacucho- Apurimac- Huancavelica (gerente general a la Ayacucho) (Peru) |
| Marijnissen                                 | Chantal           | EC, AIDCO.E.5 Quality of monitoring systems and methodology                                                                                                          |
| Marimpa                                     | Samoura           | Cellule d'Appui à la Réforme des Finances Publiques (Mali)                                                                                                           |
| Martir                                      | Angie             | Field Operations Services – Department of Agriculture (FOS– DA) (Philippines)                                                                                        |
| Mathias                                     | Robert            | EUD Mali                                                                                                                                                             |
| McGill                                      | Ron               | PMO-RALG, LGRP CTA (Tanzania)                                                                                                                                        |
| Medegan                                     | Symphorien        | MDGLAAT/DPP (Benin)                                                                                                                                                  |
| Mehdi                                       | Sawsan.           | Italian cooperation, in charge of local development projects and of the secretariat of the donors' working group on local development (Lebanon)                      |
| Melky                                       | Adnan             | Lebanese Association for Democratic Election LADE – UNDP Global Environment Facility Small Grants Programme (Lebanon)                                                |
| Members of the Barangay Development Council | -                 | Barangay Minuyan, Murcia, Negros Occidental (Philippines)                                                                                                            |
| Menjivar                                    | Eduard            | Comayagua Municipality (Honduras)                                                                                                                                    |
| Menkara                                     | Sami              | Al-Manar University of Tripoli – President (Former Minister and former Mayor of Tripoli and expert on decentralisation) (Lebanon)                                    |
| Messiaen                                    | Laurent           | Belgium - CTB (Rwanda)                                                                                                                                               |
| Mgangira                                    | Catherine         | LED, Delegation of the European Union to South Africa                                                                                                                |
| Mgutshini                                   | Barbara           | Manager, Special Initiatives Business Unit Department of Local Government and Traditional Affairs, KZN (South Africa)                                                |
| Michel                                      | Francoys          | CTB (Mali)                                                                                                                                                           |
| Mineros                                     | Guillermo         | Municipality Auditing Direction / Supreme Accountability Tribune (Honduras)                                                                                          |
| Miranda                                     | Freddy            | DANIDA (Honduras)                                                                                                                                                    |
| Miraval Huamán                              | Alicia            | Dirección Regional de Salud de las Personas (Peru)                                                                                                                   |
| Mngata                                      | Hussein           | Morogoro Municipal Council (Tanzania)                                                                                                                                |
| Modibo                                      | Dolo              | Plan (Mali)                                                                                                                                                          |
| Molera-Gui                                  | Clara             | EC, AIDCO.E.4 Governance, security, human rights and gender                                                                                                          |
| Molina Chavez                               | Ernesto           | Presidente anterior del Gobierno Regional de Ayacucho (Peru)                                                                                                         |
| Montaldo                                    | Donatella         | EC, AIDCO.C.1 Geographical co-ordination and supervision for ACPs                                                                                                    |
| Moonsammy                                   | S. T.             | Head, Ethikwini Municipality Development Planning Environment and Management (included whole dept. and about 10 senior staff) (South Africa)                         |
| Morala                                      | Rachael           | La Liga Policy Institute (Philippines)                                                                                                                               |
| Mr. Ballo                                   | -                 | Cellule d'Appui à la Dec. (Mali)                                                                                                                                     |
| Mr. Traore                                  | -                 | CPS/MATCL (Mali)                                                                                                                                                     |



| <i>Name</i>   | <i>First name</i> | <i>Institution</i>                                                                                                              |
|---------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Msemembo      | Samson            | MOREPEO* (Tanzania)                                                                                                             |
| Mukakarangwa  | Marcelline        | KFW (Rwanda)                                                                                                                    |
| Mukankusi     | S raphine         | EUD Rwanda                                                                                                                      |
| Munguia       | Miguel            | Reduction Poverty Strategy (Honduras)                                                                                           |
| Munyamaliza   | Edouard           | Rwanda Civil Society Platform (PFSCR) /Plate Forme de la Soci t  Civile Rwandaise                                               |
| Munyandamutsa | Naasson           | IRDP (Rwanda)                                                                                                                   |
| Mushinzimana  | Apollinaire       | NDIS (National Decentralisation Implementation Secretariat) (Rwanda)                                                            |
| Mwakibibi     | Nico S.           | Morogoro Municipal Council (Tanzania)                                                                                           |
| Mwita         | Peter A.          | MOREPEO (Tanzania)                                                                                                              |
| Naidoo        | Loshnee           | Senior LED Manager: Agency Development and Support Department, Industrial Development Corporation (South Africa)                |
| Nanako        | Cossoba           | UNCDF (Benin)                                                                                                                   |
| Ndimbo        | Reuben            | Morogoro Municipal Council (Tanzania)                                                                                           |
| Nkunda        | Laetitia          | CDF (Rwanda)                                                                                                                    |
| Nona Razo     | Maria Cynthia     | United States Agency for International Development (USAID) (Philippines)                                                        |
| Noriega Lopez | Mar a del Pilar   | Secretar a Nacional de Descentralizaci n (Jefe de Oficina - Desarrollo de Capacidades y Articulaci n Intergubernamental) (Peru) |
| Ntabana       | Yves              | RIAM (Rwandan Institute of Admnitration and Management)                                                                         |
| Nu ez         | Wilson            | Municipal Strengthening / Ministry of the Interior and Population (Honduras)                                                    |
| Nu ez         | Aleta             | Provincial Environment and Management Office – Province of Negros Occidental (PEMO) (Philippines)                               |
| Nuqui         | Wilfredo          | Mindanao State Development (Philippines)                                                                                        |
| Odeimi        | Bechir            | United Cities and Local Governments UCGL - Director (Lebanon)                                                                   |
| Omar          | Haitham           | Economic and Social Fund for Development ESFD at the Council for Development and Reconstruction CDR - Director (Lebanon)        |
| Ordonez       | Magdalena         | Reduction Poverty Strategy (Honduras)                                                                                           |
| Ordo ez       | Victor            | Technical Decentralisation Unit Ministry of the Interior and Population (Honduras)                                              |
| Ore           | Walter            | Gobierno Regional de Ayacucho (Sub-Gerente Regional de Desarrollo social) (Peru)                                                |
| Ortega        | Mary Jane         | Citynet; League of Cities of the Philippines                                                                                    |
| Osmat         | Beshir            | Development Management International - Senior Expert LOGO 1 and Project Manager LOGO 2 (Lebanon)                                |
| Ousmane       | Coulibaly         | Cellule d'Appui   la R forme des Finances Publiques (Mali)                                                                      |
| Palermo       | Marcelo           | Decentralisation Consultant / Social Society Participation (Honduras)                                                           |
| Paul          | Penninah R.       | Morogoro Municipal Council (Tanzania)                                                                                           |
| Paulsen       | Harmut            | GIZ (Peru)                                                                                                                      |
| Pazou         | Victorin Azehoun  | MDLGAAT/DGDGL (Benin)                                                                                                           |
| Perez         | Rincon            | IDB (Honduras)                                                                                                                  |
| Persad        | Ranveer           | General Manager Local Economic Development, Department of Economic Development and Tourism, KZN (South Africa)                  |
| Pezantes      | Micaela           | CIES, Consortium de Investigation Economico y Social                                                                            |

| <i>Name</i>        | <i>First name</i> | <i>Institution</i>                                                                                                                                                 |
|--------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    |                   | – Program advisor (Peru)                                                                                                                                           |
| Pienaar            | Gerhard           | LED Advisor, Delegation of the European Union to South Africa                                                                                                      |
| Pinel              | Sandra            | Health Service Network Unit / Health Ministry (Honduras)                                                                                                           |
| Purnell            | Daphne            | Local Government Academy (LGA) (Philippines)                                                                                                                       |
| Qabbani            | Roula             | Ministry of Administrative Reforms - LOGO (Lebanon)                                                                                                                |
| Quiros             | Patricio          | Union of Local Authorities of the Philippines (ULAP) (Philippines)                                                                                                 |
| Raadschilders      | Hans              | Dutch Embassy, for previous five years head of DP LGR Group (Tanzania)                                                                                             |
| Rajab              | Ahmad             | Ministry of Interior and Municipalities - General Directorate of Municipalities (Lebanon)                                                                          |
| Rashid             | Frank             | MOREPEO (Tanzania)                                                                                                                                                 |
| Razquin            | Maria             | EC, AIDCO Geo desk Latin America and Caribbean                                                                                                                     |
| Renaud             | Pierre-Yves       | PACTE (Benin)                                                                                                                                                      |
| Rendon             | Maria             | United States Agency for International Development (USAID) (Philippines)                                                                                           |
| Reyes              | Samuel            | Vice-presidency of Honduras                                                                                                                                        |
| Robbins            | Glen              | Researcher, Department of Development Studies, University of KwaZulu-Natal (South Africa)                                                                          |
| Robert             | Tossou            | CONAFIL (Benin)                                                                                                                                                    |
| Rogers             | Sheku             | DecSec, MLG&RD (Sierra Leone)                                                                                                                                      |
| Rugamba            | Egide             | MINALOC (Rwanda)                                                                                                                                                   |
| Rugwabiza          | Leonard           | MINECOFIN (Rwanda)                                                                                                                                                 |
| Rugwe              | Nadine            | Embassy of Netherlands (Rwanda)                                                                                                                                    |
| Ruranga            | Musiime James     | MINALOC (Rwanda)                                                                                                                                                   |
| Rwibasira          | Eugène            | Rwanda Civil Society Platform (PFSCR) /Plate Forme de la Société Civile Rwandaise                                                                                  |
| Sader              | Dima              | ESFD - CDR Community Development (Lebanon)                                                                                                                         |
| Salazar            | Jaime             | PASA - Ingeniero/ Promotor de inversiones económicas locales PASA Ayacucho (Peru)                                                                                  |
| Sanchez            | Carlos            | CTB-financiado: Programa de Centros de Servicios empresariales no financieros en el corredor Ayacucho- Apurimac- Huancavelica (coordinador en Huancavelica) (Peru) |
| Sánchez            | Maria             | IDB (Honduras)                                                                                                                                                     |
| Sanogal            | Maria Lina        | Provincial Planning and Development Officer – Province of Negros Occidental (Philippines)                                                                          |
| Schleuning         | Stefan            | Delegation of the European Union, Tanzania Head of Economic Section                                                                                                |
| Schmitt            | Gérald            | GTZ (Benin)                                                                                                                                                        |
| Sekou              | Fantamadi         | Association des Régions du Mali (ARM),                                                                                                                             |
| Shamumoyo          | Habraham          | General Secretary ALAT (Tanzania)                                                                                                                                  |
| Siaka              | Camara            | Tresor, DNCTP (Mali)                                                                                                                                               |
| Sidibé             | Souleymane        | CADD Hydraulique (Mali)                                                                                                                                            |
| Sidina             | Mathias           | Morogoro Municipal Council (Tanzania)                                                                                                                              |
| Simbeye            | Jarvis A.         | Morogoro Municipal Council (Tanzania)                                                                                                                              |
| Smith              | Dudley            | LED Manager, Ingwe Municipality (South Africa)                                                                                                                     |
| Sosa               | Eugenio           | Decentralization Investigator (Honduras)                                                                                                                           |
| Staff of the MinDA |                   | Mindanao Development Authority (MinDA) (Philippines)                                                                                                               |
| Stephan            | Susanne           | Democratic Partnership for Local Governance in South East Asia (DEGOSEA) (Philippines)                                                                             |

| <i>Name</i>     | <i>First name</i> | <i>Institution</i>                                                                                             |
|-----------------|-------------------|----------------------------------------------------------------------------------------------------------------|
| Strampelli      | Enrico            | Delegation of the European Union, Tanzania Head of Cooperation                                                 |
| Suarez-Ognio    | Leonor            | EUD (Peru)                                                                                                     |
| Sunderland      | Alison            | Commonwealth, MLG&RD (Sierra Leone)                                                                            |
| Tang            | Lawrence          | World Bank (WB) (Philippines)                                                                                  |
| Tang            | Lawrence          | World Bank (WB) (Philippines)                                                                                  |
| Teccarelli      | Daniele           | EUD Rwanda                                                                                                     |
| Temu            | Florence          | AMREF (Tanzania)                                                                                               |
| Lamborion       | Thierry           | Consultant (Mali)                                                                                              |
| Tillessen       | Achim             | EUD Rwanda                                                                                                     |
| Tiongson        | Catherine         | Philippine Rural Reconstruction Movement (PRRM)                                                                |
| Torppa          | Riika             | Delegation of the European Union, Tanzania (Programme Officer, Economics, Governance and Regional Integration) |
| Torres          | Samuel            | Ministerio de Economía y Finanzas (Dirección de Presupuesto territorial) (Peru)                                |
| Torres          | Javier            | NGO: Servicios Educativos Rurales (Director) (Peru)                                                            |
| Trippolini      | Ivar              | GTZ (Benin)                                                                                                    |
| Tumimbang       | Ernell            | Provincial Health Officer – Province of Negros Occidental (Philippines)                                        |
| Turatsinze      | Cyrille           | MINALOC (Rwanda)                                                                                               |
| Vargas          | Cesar             | Decentralisation Consultant / Municipal Revenue (Honduras)                                                     |
| Velásquez       | Max               | World Bank (Honduras)                                                                                          |
| Velazquez       | Manuel            | Comayagua Municipality (Honduras)                                                                              |
| Verse           | Didier            | EC, AIDCO G.3                                                                                                  |
| Versteeg        | Peter             | EUD (Honduras)                                                                                                 |
| Viault          | Franck            | EC, AIDCO.D.1 Geographical co-ordination for Asia and Central Asia                                             |
| Villacin        | Imelda            | Quidan – Kaisahan Negros Occidental (Philippines)                                                              |
| Villemagne-Cros | Carine            | EC, DEV.DGA.A.2 Aid effectiveness and relations with Member states and EEA states                              |
| Watson          | Paul              | TROCAIRE (Rwanda)                                                                                              |
| Welham          | Bryn              | DfID (Sierra Leone)                                                                                            |
| Wilson          | Evarad            | MOREPEO (Tanzania)                                                                                             |
| Wong            | May               | Canadian International Development Agency (CIDA) (Philippines)                                                 |
| Youssouf        | Diakite           | Association des Municipalités du Mali                                                                          |
| Youssouf        | Diakite sp        | Association des Municipalités du Mali (AMM)                                                                    |
| Youssouf S.     | Konate            | MATCL (Mali)                                                                                                   |
| Zakhia          | Clément Nadim     | MADA association for local development (Lebanon)                                                               |
| Zhou            | Yongmei           | WB (Sierra Leone)                                                                                              |
| Ziemann         | Britta            | International Advisor Local Economic Development, South African LED Network (SALGA)                            |
| Zurdo           | Diego             | EUD Rwanda                                                                                                     |