



## **AFRICITIES SUMMIT**

**NAIROBI - KENYA, 18 – 22 September 2006**

**« Building local coalitions for effective implementation of the Millennium Goals in African  
Local Governments »**

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**THEMATIC SESSION 12 / SESSION THEMATIQUE 12**

**MANAGEMENT / GESTION**

## RECONSIDERING MANAGEMENT POLICIES

### *Recommendations*

#### **Background**

The presentations of the different speakers and the sharing recorded during the summit confirm the notice that « Governance is the principal difficulties that affects African societies, and constitutes the major source of existing crisis situations ». Therefore as long as African modern societies will not invent regulation strategies in which their populations can identify themselves, and tackle efficiently the 21st century' challenges, Africa will be more sunk in crisis. And this, whatever the models of political system we strive to install and the amount of the mobilised resources.

The governance crisis is affecting the whole world. Yet, it takes special forms and proportions in Africa where systems and models of governance are particularly inadequate. It is therefore clear that the first challenge of the continent is to record the universal principles of governance and as the same define its own project of governance. It is therefore necessary and urgent to reshape public management policies in such a way to adapt them to the realities, and to make them understandable to the population unto whom they are destined. This is all the meaning of legal governance which first involvement is to allow.

In this context, the Millennium development goals were adopted by states and governments as a framework for accelerating the development process through agreed objectives and precise agenda.

The participants have expressed that the situation calls on not only the central government but must also mobilise the stakeholders' efforts particularly the local governments.

The presentations and the debates that followed have brought to the following recommendations :

- Recommendations to the central governments
- Recommendations to the mayors
- Recommendations to the funders
- Recommendations to the MDP and UN-Habitat

## **Recommendations**

### **To the central governments.**

The success of every policy aiming the implementation of the MDGs demands the mobilisation of all stakeholders, even the local governments first who have the greatest of the competences concerned by the 8 MDGs. But action of the local authorities is opposed by some certain competences which are ill-defined and by a weak transmission of the financial and human resources.

This situation appeals the central governments on the necessity to commit to the local authorities the entire mastery of the activities related to their competences on one hand, and on the other hand the package of resources corresponding to the increasing challenges in terms of public services.

More precisely, it is to meet the following demands :

1. Clearly define the respective competences (powers) of the central governments and the local governments based on the principles of subsidiarity, solidarity and complementarity, and, when the legislative texts exist, they must guarantee the true transfer of competences, particularly in land and tax management, and concerning infrastructures ;
2. Clearly define the rules of the share of public resources between the central government and local governments, and to make sure the financial transfers to the municipalities ;
3. Take heed to the clarification of the respective competences to the local governments and the decentralised technical services of the central government to the scale of the municipal territories in such a way that the territorial authority be recognized as the institution in charge of the planning and the coordination of local development and that the decentralised services are fully playing their role of backing-up and implementation ;
4. Facilitate the involvement of the civil society associations in the process of collective decision-making and the implementation of the local political choices, particularly the formalization of the conditions and the spaces of this involvement ;
5. Back up the setting up of discussion mechanisms at a national and local levels in order to bring a synergy between the stakeholders (central government, local governments, civil society organisations, businessmen et services providers) in a perspective of a collective and adequate definition of priorities, the planning and the coordination of the actions implementation ;
6. Raise and encourage the involvement of local authorities in the formulation of public policies, particularly in the framework of the poverty reduction strategy papers elaboration ;
7. Set up mechanisms for the evaluation and monitoring of public policies at central and local levels;
8. Ensure that local governments are provided with adequate and sufficient staff;
9. Set up an appropriate capacity building policy for elected local officials;

### **To the Mayors and locally-elected representatives**

At the municipal territories level, local authorities are responsible of the participative attitude processes of defining the development policies and poverty reduction, of the organisation of the judgements and the implementation of collective choices. The role of coordination of local dynamisms is also peculiar.

It comes that the locally-elected representatives must:

10. Engage efficiently to play their role of organiser and coordinator of local development processes, pursue the enterprised efforts to provide local public services responding to the needs and the aspirations of the local populations ;
11. Imagine and put in place democratic mechanisms and instruments that enable the elaboration, the following up of the goals on a long-term basis and the programmes of action on short-term basis ;
12. Put in place local discussion mechanisms linking the stakeholders intervening on the municipal territory (central government representatives, civil society organizations and services provides) in order to better define the priorities, plan and coordinate the actions and the means to be implemented and to be met, and organize the citizens' information when it comes to the progresses of the goals implementation ;
13. Make sure that the set of the initiatives led at a municipal level, mostly the local public policies, participate to the established at a national scale.
14. Adopt and apply procedures of management that guarantee transparency especially with regards to procurement.
15. Develop south-south decentralized cooperation in order to share good practices between local governments
16. Work in partnership with other local authorities in order to obtain scale economies
17. Take heed to the women while defining of policies at local level
18. Take heed to the particularities of some communities especially nomad and pastoral populations.

### **To the development partners**

The development partners are called out for the necessity of leaning on the local authorities' action according to the above-mentioned presented areas. Whereas the rebuilding of the local governance constitutes the central preoccupation of the cooperation partners, it is urgent that:

19. The local authorities have the initiative to develop the frameworks of planification and the programmation which are adapted to the local different realities and not to be submitted to the adaptation conditions of the demanded models

### **To the Municipal Development Partnership and UN-Habitat.**

The Participants to the session have welcomed with satisfaction the involvement of the implemented actions by the MDP and UN-Habitat in order to implement the Millennium Development Goals. They encourage these institutions to continue in this effort by:

20. Pursuing coaching programmes and actions towards the locally-elected and the municipal managers in the formulation of principles and the invention of local democratic and participative management methodologies which are based on their own experiences and questions ;
21. The development, and the implementation of capacity-building actions of local authorities for the implementation of the municipal strategies in terms of public services, especially actions on training and following-up through the national locally-elected associations.