

Municipal Leadership and Intergovernmental Relations: Its New Importance in Challenging Times

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Methodology

- The analysis has covered all regions and has included studies of practical examples to substantiate the findings of the research and show-case what worked and what did not and why, what were the factors that favored or impeded the growth and retention of capacity.
- Collection of good practices and lessons learnt by development partners in enhancing capacities for effective local governance and decentralization through research and analysis of empirical evidence and knowledge base.

Boxes on Good Practices

1. CD of Female Commune Council Networks in Cambodia
2. Empowerment of Persons with Disabilities in Rwanda
3. Empowering Local Communities in Vietnam
4. Innovative Practices in the Municipality Apopa, San Salvador
5. Young Entrepreneurs in the Municipality of Punta Arenas, Chile
6. Introducing Community-based Social Services in Bulgaria
7. Capacity Building for Self-employment for Rural Women in Turkmenistan
8. Gender – Sensitive and Youth Employment Creation in Burundi
9. Knowledge Multipliers in Local Administrations in South Eastern Europe

Boxes on Good Practices

10. CD to Support Decentralization Processes in the Andean Countries
11. Local Government Capacity Building in Tanzania
12. CD for Decentralization in Vietnam through an Institutional Visioning Process
13. The CD Approach: The Kvemo Kartli Experience, Georgia
14. Long-term CD for Decentralization in Albania
15. Inter-municipal Partnerships for Public Service Quality in Macedonia
16. City 2 City Cooperation Utrecht – León
17. CD through Local Partnerships in Kenya
18. Mali: Mainstreaming Decentralization
19. CD on Financial Management in Indonesia

Conclusions (1)

The review confirms the need for an CD approach working at three levels:

- System level (Enabling environment)
- Organizational level
- Individual level

The review clearly shows the importance of understanding the relationship between all three levels in assessing capacities and developing a response.

Conclusions (2)

- The examples show that deregulation is often part of true devolution.
- In some cases the result of deregulation is a transfer of power not to local governments but to civil society or the private sector.

Example: Vietnam

1. Lessons learned:

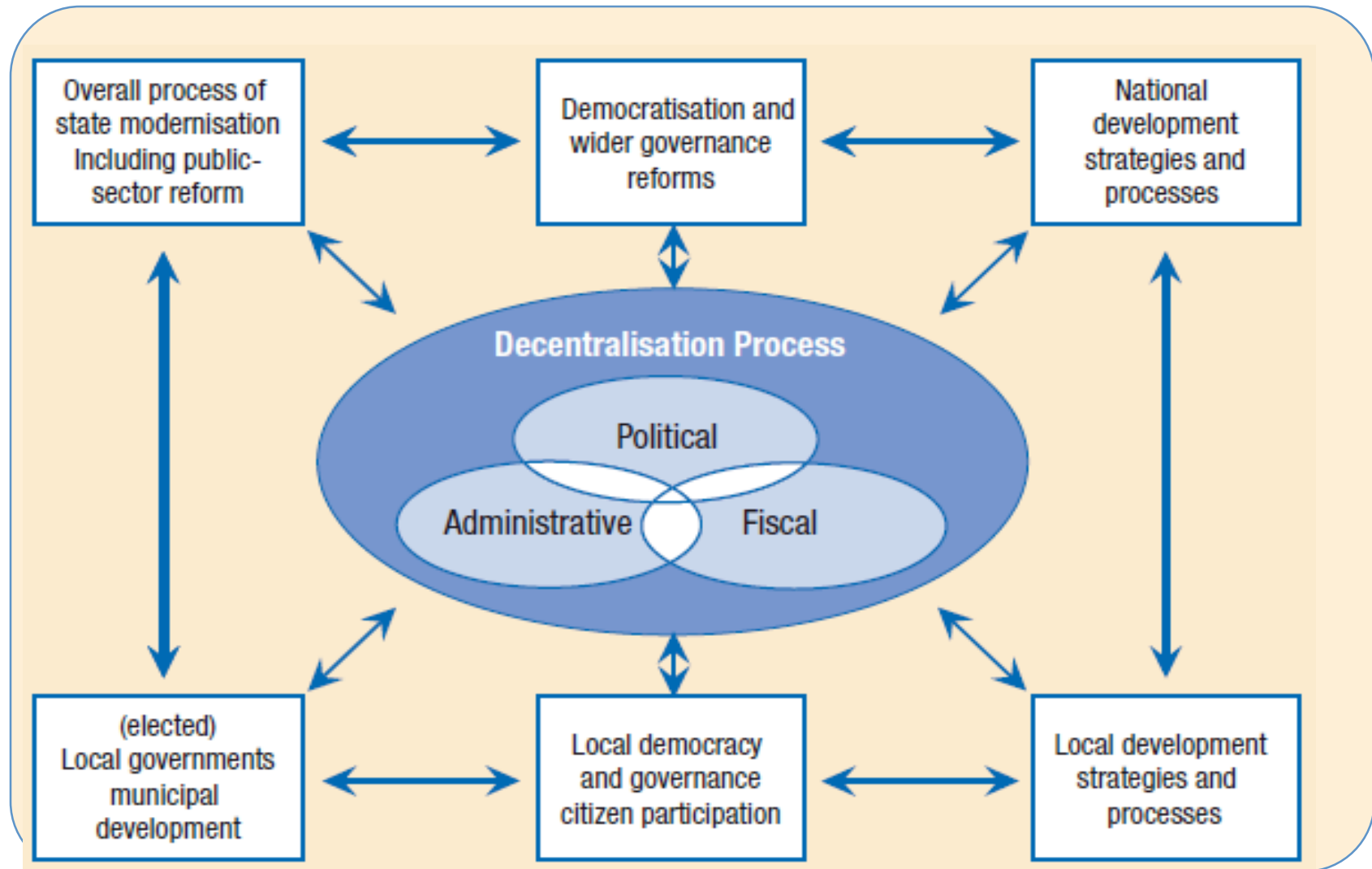
*“Empowerment of local communities requires **both** enhanced influence of the poor on decision making **and** their control over public resources.”*

2. The Institutional Vision 2020

3. Now: 90 % of the decisions at the central and provincial level. Vision: 90 % on the district and commune level.

Decentralization as an Open System

Source: European Commission, 2007



Conclusions (4)

The Review confirms that

- CD approaches need to be highly contextual, iterative and flexible.
- Local adaptation is required to build on capacity assets and bridge the gaps.
- Decentralised structures and CD approaches should take into consideration traditional structures on the grass root level.

Conclusions (5)

The Review also reconfirms the validity of

- The Ten Premises of Capacity Development (UNDP)
- Lessons Learned on Effective Decentralisation Processes (UN Global Forum on Innovative Policies and Practices in Local Governance)
- A Bakers Dozen Suggestions for Bringing About Meaningful Local Governance Reform (UN Global Forum on Local Governance and Social Services for All)