



AFRICAN GOOD PRACTICES WHICH PROMOTE  
TRANSPARENCY, ACCOUNTABILITY AND PARTICIPATION IN  
MUNICIPAL PUBLIC EXPENDITURE MANAGEMENT AND  
SERVICE DELIVERY.

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## Objectives of the paper

1. To present good African practices for policy reforms to promote: Transparency, Accountability and Participation in Municipal Public Expenditure Management and Service Delivery;
2. To deliberate on the challenges encountered and propose possible solutions for Africa good practices to inspire policy reforms and be effectively implemented

# Introduction

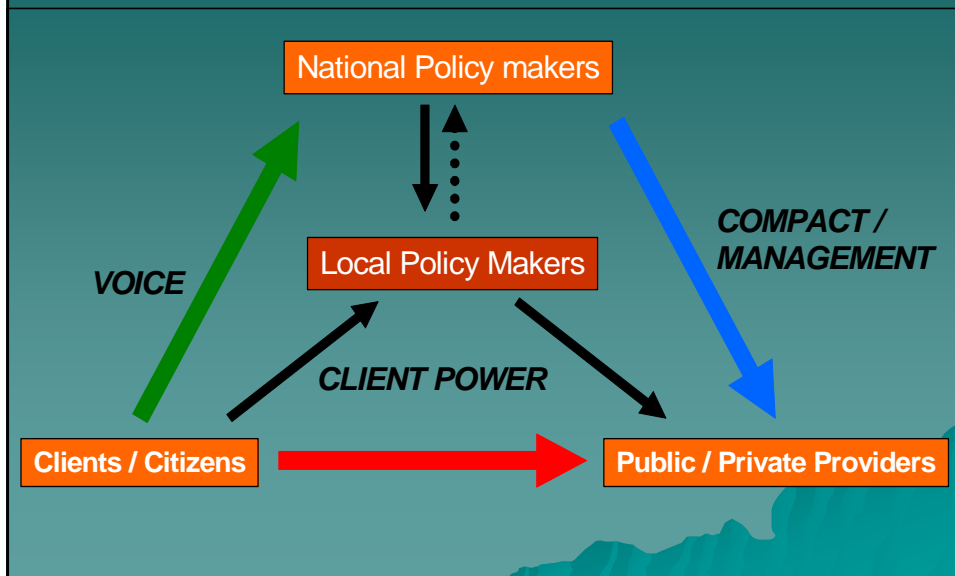


- Over the last 2 decades Africa has moved from the old system of centralized governance to decentralisation.

Why opted for decentralisation?

- It's a way to satisfy people's needs - better service delivery in both access and voice;
- The need for democratization & Empowerment;
- To promote sustainable local development – give citizens opportunity to participate: prioritize, plan, finance, implement and consume goods and services produced;
- To facilitate the fight against corruption;
- To promote trust building especially in post conflict countries - as a way to look for alternatives
- The need to have accountable governments to citizens for better service delivery;

## The Framework of municipality accountability relationships/interaction for service delivery



## Towards Transparency, Accountability and Participation in Municipal Expenditure Management



- Municipalities/LGs avail better opportunities for: Participation Transparency and Accountability;
- It necessitates reforming structures and processes to exploit the opportunities;
- Municipality designed structures and processes must replicate situation specific relevant to the social values, accumulated knowledge, wisdom and capacities;
- Municipal structures and process must provide voice and exit environment - determinants for accountability;

## Municipal expenditure Mgt



- ☞ For the Municipality to do its business of managing municipal/local affairs, it must:
  - Raise and effectively allocate funds, manage expenditure and account to the public – poor management raise conflict and tensions;
  - Create an enabling environment - economic development, developing and running municipal organs;
  - Provide security;
  - Enact and enforce the law – rule of law
  - Engage and facilitate service seekers to become part of systems and process – change agents
  - Develop institutional capacities;
  - Provide information & timely.

## Service Delivery



- For effective SD, three principles must be satisfied:
  - ◆ Access - physical, financial, information
  - ◆ Utilization -
  - ◆ Monitoring and accountability – Participation for all actors;
- Creating opportunities and accessibility to all citizens - through having basic services accessible to all;
- Beneficiaries enjoy quality services by having strong influence at all levels – they influence policy, strategies and expenditure priorities at different levels of policy making;

## Cases around Africa

- ◆ **Across continent one may find best practices, namely:**
- ◆ Budget Transparency in Uganda
- ◆ Auditor General's office in most of African countries,
- ◆ Revenue Authorities,
- ◆ National Bureau of Statistics,
- ◆ Parliament,

## AFRICAN GOOD PRACTICES : Cases of Rwanda



- A) Ubudehe – community participatory planning tool. Using the ubudehe approach:
- The community analyses the causes and consequences of poverty;
  - Poverty profiles are determined and social economic maps are drawn up by the community;
  - The community identifies, analyses and prioritises problems to be solved;
  - Based on the ubudehe social maps, funds are effectively channelled to benefit the prioritised problems including assisting the most vulnerable groups;
  - It is a capacity building mechanism that facilitates development efforts. There is a human capital of over 32,000 ubudehe community mobilisers that have undergone training on ubudehe participatory planning process;
  - Synthesised ubudehe data influence and orient other national programs, for example Vision 2020 Umurenge

## AFRICAN GOOD PRACTICES : Cases of Rwanda Cont'd

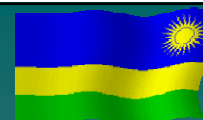


- B) Imihigo - another best practice drawn from Rwandan culture. It means a pronounced commitment.
- Imihigo (social contracts) were introduced in 2006 to foster stronger focus results;
  - Imihigo stimulate a competitive atmosphere within local governments,
  - Open up local authorities' activities to scrutiny to citizens and central government;
  - Rewards for good performance and innovation;
  - Strengthens accountability: Councils, Public Accountability days & National Dialogue Meeting ceremony for Imihigo locally called "**Kurata Ibigwi**"

## Example of District Imihigo Template

Services area	Baseline	Local target	Activities	Completion date	Resources required	Responsible Unite	Date/ Method of monitoring
Education							
Health							
Water							
Etc.							

Imihigo preparation, execution and publication frameworks



- ◆ Planning is based on: , DDPs, SDPs; LG MTEF
- ◆ Evolves around budgeting cycle;
- ◆ It is the expenditure management mechanism through: M&E, reporting (quarterly & annual);

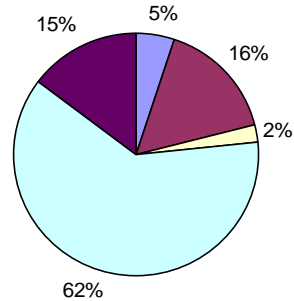
## Rwanda's implementation strategies for good practices

- ◆ Integrated Development Programme (IDP) – High potential areas. Implementation framework that brings together key EDPRS interventions in a co-ordinated approach: Land Productivity; Post Harvest Processing & Marketing; Cooperative Development; Off-Farm Employment; Promotion of Micro-finance & Insurance; Resettlement; Ecosystem rehabilitation and watershed management; Social Protection; Promotion of ICT, & Leadership.
- ◆ Vision 2020 Umurenge Programme (VUP) – targeted to eradicate extreme poverty by 2020

## VUP components

- ◆ **Public works** - able bodied people to build communal assets, promote savings and skill development and graduation towards self sufficiency;
- ◆ **Credit packages** - those who have some savings or assets to develop enterprise and self sufficiency through sustainable income generation; stair case principle used
- ◆ **Direct support** - in cash and kind for landless people and unable to work, to assure their survival and access to basic health and education services and to promote savings and graduation towards self sufficiency;
- ◆ Selection of the components beneficiaries is based on ubudehe data as indicated by the following chart.

### Preliminary analysis for VUP household livelihoods

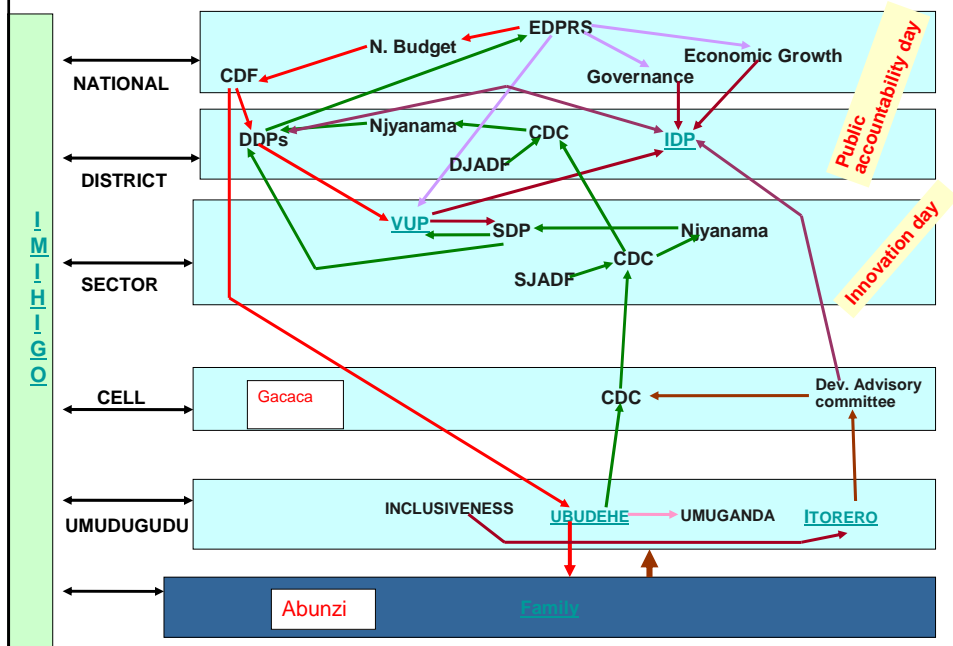


- Extreme poor: landless and unable to work
- Extreme poor: landless able to work
- Extreme poor: landless with off-farm skills
- poor land owners
- Above poor

#### Summary:

Extreme poor: landless and unable to work	3127
Extreme poor: landless able to work on-farm	10326
Extreme poor: landless with off-farm skills	1314
poor land owners	39235
Above poor	9416

### program linkages and coordination



Challenges of African good practices to effectively promote municipal public expenditure management and service delivery.



- Nation specific may not be area specific,
- Lack budget discipline in implementation,
- Mindset - Central, Local, Donors, People – elitist, dependent mind, superficial, resistance to change,
- Insufficient local capacities - Technical, financial, data management infratuctur

## Conclusion and open for discussion



- ◆ Raison d'être for participatory process is to build planning capacities of communities-need to base on what they know-accumulated wisdom.
- ◆ This requires both national and international actors to give Tech and financial support....to achieve MDGs
- ◆ Appreciation for : excellent organisation, relevant topics to the present governance challenges, & your invitation