



# **Session 1.5**

## **Key findings from the Thematic Evaluation of EC support to decentralisation**

EC advanced seminar on  
support to decentralisation and local governance  
Presentation by Jorge Rodriguez, DEVCO D2

- ❑ Period covered: 2000-2009;
- ❑ Desk phase (22 countries);
- ❑ Field visits (10 countries).

<b>Region / Country</b>	
<b>Africa</b> (desk phase:11 / field phase: 6)	
<i>Benin</i>	Congo (Democratic Republic of)
Kenya	Madagascar
<i>Mali</i>	<i>Rwanda</i>
Senegal	<i>Sierra Leone</i>
<i>South Africa</i>	<i>Tanzania</i>
Uganda	
<b>Asia</b> (2/1)	
Cambodia	<i>The Philippines</i>
<b>Caribbean</b> (1/0)	
Haiti	
<b>ENP</b> (2/1)	
Jordan	<i>Lebanon</i>
<b>Latin America</b> (5/2)	
Colombia	Guatemala
<i>Honduras</i>	Nicaragua
<i>Peru</i>	
<b>Pacific</b> (1/0)	
Papua New Guinea	

## Coverage of selected country cases

<i>Criteria</i>	<i>Total direct support (mEUR)</i>	<i>Direct support in sample (mEUR)</i>	<i>%</i>
<b><i>Region</i></b>			
<i>All regions</i>	<b>789.3</b>	<b>581.3</b>	<b>74%</b>
Africa	586.4	449.9	77%
Latin America	78.3	68.6	88%
ENP	60.7	42.8	71%
Asia	33.2	13.5	41%
Other	30.8	6.4	21%
<b><i>Entry point</i></b>			
Bottom-up	580.2	422.9	73%
Top-down	209.1	158.4	76%
<b><i>Financing modality</i></b>			
Sector Budget Support (SBS)	113.4	113.4	100%



## If you want to know the details...

- ❑ Evaluation report;
- ❑ The minutes of the Seminar;
- ❑ Full length versions of some video interviews

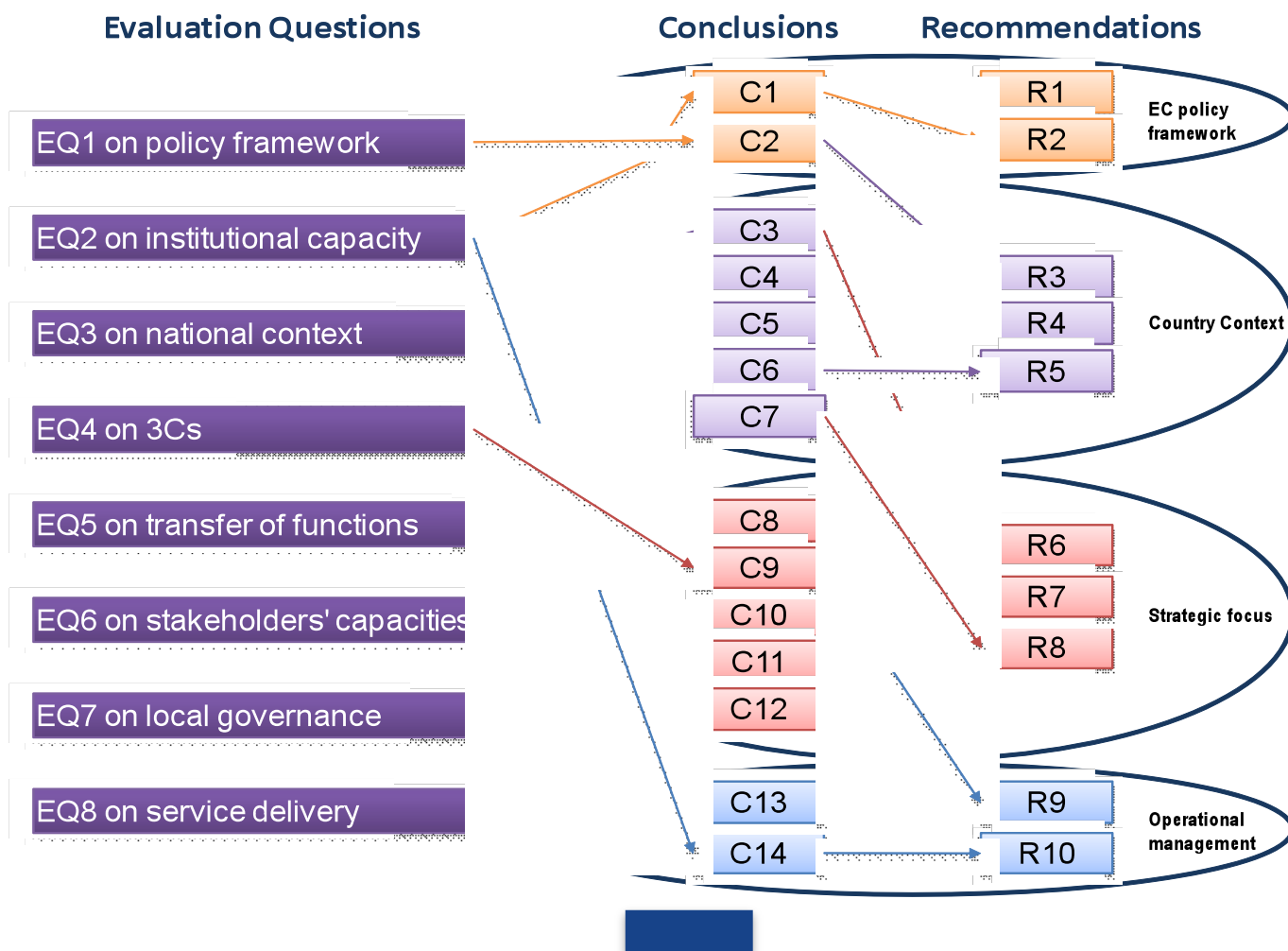
**[http://capacity4dev.ec.europa.eu/  
article/perspectives-evaluation-ec-  
support-decentralisation-processes](http://capacity4dev.ec.europa.eu/article/perspectives-evaluation-ec-support-decentralisation-processes)**



## Evaluation questions

Code EQ	Evaluation question
<b>EQ1: Policy framework</b>	To what extent has the EC managed to establish a <u>policy framework</u> that facilitates programming & implementation of the EC support to decentralisation?
<b>EQ2: Institutional capacity</b>	To what extent has the EC developed its overall <u>institutional capacity</u> to support decentralisation processes?
<b>EQ3: National context</b>	To what extent has EC support to decentralisation processes been conceived in the way that it is <u>responsive to national contexts and aligned</u> with national regulations and policies?
<b>EQ4: 3Cs</b>	To what extent has the EC ensured <u>coordination and complementarity</u> with other donors, active in the decentralisation arena, and ensured coherence with EC policies and activities?
<b>EQ5: Transfer of functions &amp; resources</b>	To what extent has EC support contributed to <u>the decentralisation of powers, functions and resources</u> to local governments in partner countries?
<b>EQ6: Stakeholders' capacities</b>	To what extent has EC support to decentralisation contributed to strengthening the <u>capacities of stakeholders</u> involved in the decentralisation processes in partner countries?
<b>EQ7: Local governance</b>	To what extent has EC support to decentralisation processes contributed to improving <u>local governance</u> , especially regarding participation, accountability and transparency?
<b>EQ8: Service delivery</b>	To what extent has EC support to decentralisation processes contributed to enhancing and sustaining <u>service delivery</u> at local level?

# Conclusions & Recommendations



# Policy Framework

## CONCLUSIONS

- **EU policy** framework developed in a positive manner but **needs to underpin** the framework with **operational guidelines** and **strategic interventions** that plainly **embed support for decentralization within broader public sector reform approaches**.
- **The EU** has a **unique but unrealised potential for global support to decentralisation**, working **locally**, worldwide, supporting **international networks** and building on global experiences.

## RECOMMENDATIONS

- **Clarify and strengthen** the EU's **global role** in support to decentralisation by clearly **anchoring** that support within partner countries' **wider public sector reform agenda**, by acting proactively, and by clarifying the **comparative advantages of the EU**.
- **Develop and** disseminate operational guidance (Fiscal decentralization, Political economy...)

# Response to specific country context

## CONCLUSIONS

- **Alignment** of EC support with partners countries policies and priorities;
- **the EC has not yet gained** sufficient insight into the “**politics of reform**”;
- The EC has been most successful in countries at the very initial stages of reform processes;
- EC support for decentralisation reforms has contributed to improved local service delivery but **less** to improvements in the **quality of services**;
- The EC has been relatively active in supporting institutional arrangements for decentralisation reform support co-ordination. However, these are yet to be fully partner-led.

## RECOMMENDATIONS

- Deepen country analyses – including of the “**politics of reform**”;
- Deepen **country dialogue** beyond the relevant lead ministry;
- Strengthen **capacities of local actors** to analyse and **influence reform processes**
- Encourage partner countries efforts for comprehensive reform strategies;
- **Identify relevant entry points for country EC support:**
- Strengthen **qualitative aspects of local government service delivery** in EU support for decentralisation reforms



# Strategic focus

## CONCLUSIONS

- EC support for decentralisation has been most successful when provided through national joint government-DP assisted programmes
- EC support through GBS and to various sectors (e.g. health, education) is supporting wider decentralisation reforms in only a very limited way
- EC support for decentralisation reforms typically target only selected areas of reform, yet it is important to ensure that all relevant areas of the decentralisation reform agenda progress in a balanced way
- EC support for the bottom-up demand for accountability has rarely been linked with wider systemic decentralisation reforms;
- Reforms of Intergovernmental Fiscal Transfer (IGFT) systems have, in general, proved successful entry points both for systemic reform of how LGs are financed and as ways of capacity building and supporting immediate improvements of LG services.

## RECOMMENDATIONS

- Prioritise EU support for IGFT and LG fiscal reforms.
- Strengthen efforts for donor harmonisation in support of decentralisation in partner countries and globally.
- Strengthen partner countries' monitoring of decentralisation reforms:
  - Policy progress:
  - Capacities at LG level:
  - Service delivery results;
  - Governance outcomes: citizen participation, accountability transparency,, etc.
- Use of peer review mechanisms and support relevant international databases

# Operational management

## CONCLUSIONS

- EC specialist expertise in decentralisation reform is very low compared to expertise in other development organisations;
- EC's monitoring of its support for decentralisation has been weak.

## RECOMMENDATIONS

- Strengthen EU staff expertise on decentralisation reforms.
- Strengthen EU monitoring and evaluation of decentralisation support.

# Follow up.....

- ❑ **Context has changed** ➡ Shift towards a more POLITICAL APPROACH TO DEVELOPMENT;
- ❑ DG DEVCO, merging Europe Aid and DG DEV to ensure :
  - ✓ **quality** in the delivery of **cooperation policies and programmes**;
  - ✓ **policy-making** responds better to **field realities**, and that ambitious EU policies are effectively implemented in the field

## Context has changed (3).....

Accra, Busan,  
Agenda for  
Change...

Shift towards a more  
**POLITICAL APPROACH  
TO DEVELOPMENT**

CHALLENGES

Underpin Donor interventions by solid and on-going context analysis of the **Political economy** of partner's countries;  
Use PEA insights to navigate through **implementation**;  
**Policy Dialogue**: Tool to ensure country ownership & domestic accountability

Diving in  
unclear waters?

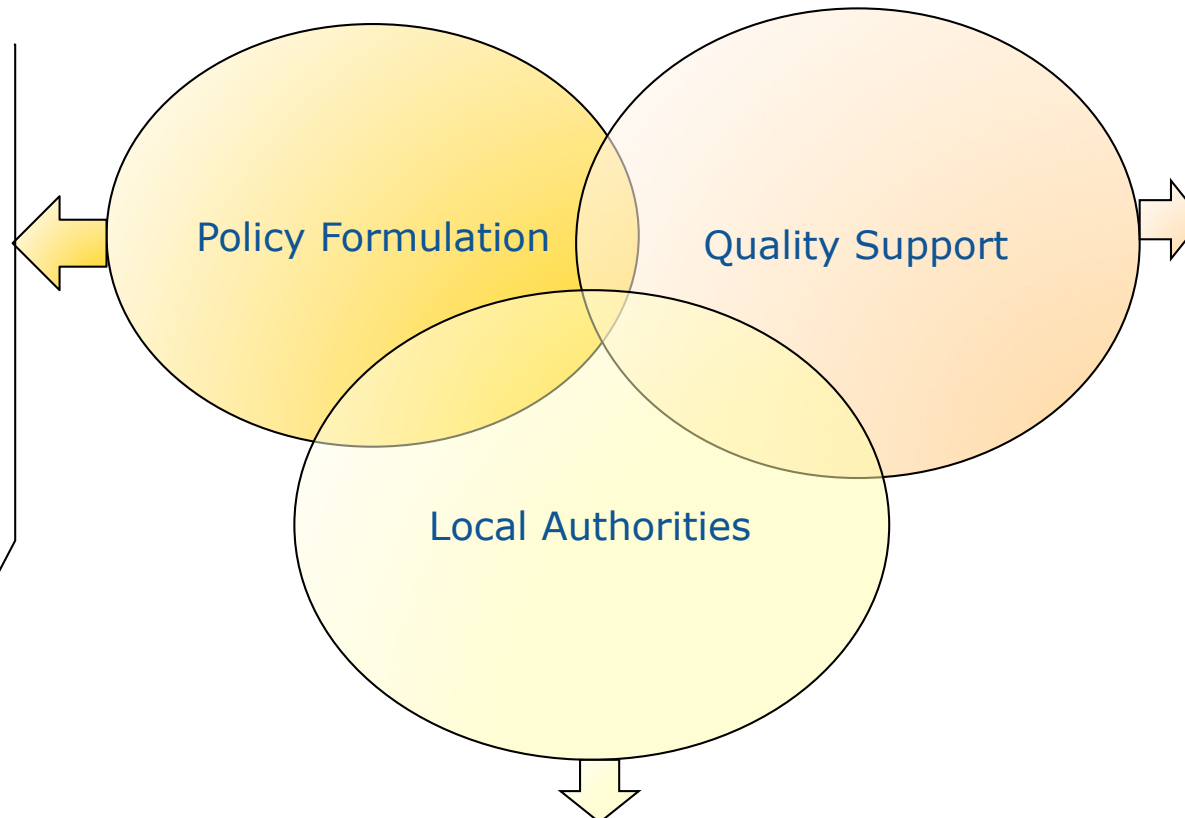


## DEVCO D2 Unit: Connecting Policy Making-Quality Support and Management of thematic line

### Objective:

Ensure follow up & feed international donor debates regarding LA:

- Coordination activities with MS and international donors;
- Strategic relations with competent DEVCO Units;
- Communication on LA



### Objective:

Translate Busan & AfC principles into practice in day-to-day work of EUDs:

- Support to decentralization;
- Integration of decentralization as a mainstreamed issue in sector/BS support operations

### Objective:

Strategic relations & support with/to LA & ALA:

- Management thematic line;
- Policy Forum;
- Decentralized cooperation...



**Thank you!**

