



MINISTRY OF LOCAL GOVERNMENT

Compendium of Case Studies

Enhancing Local Government Capacity for Development

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Main Report



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Enhancing Local Government Capacity for Development

Acronyms and Abbreviations

CLGF	Commonwealth Local Government Forum
DFID	Department for International Development
DP	Decentralization Policy
EU	European Union
FDI	Foreign Direct Investment
ICT	Information, Communication & Telecommunication
IDPs	Integrated Development Plans
LAs	Local Authorities
LED	Local Economic Development
LGAZ	Local Government Association of Zambia
LGEF	Local Government Equalization Fund
MLG	Ministry of Local Government
NUA	New Urban Agenda
SDGs	Sustainable Development Goals
7NDP	Seventh National Development Plan
WDCs	Ward Development Committees

Having a development policy framework – like an IDP or an LED Strategy – in place as well as resources, is one thing. While being able to have the innovative drive and the initiatives, as some case studies have shown, to make that policy framework deliver development, is another. These policy frameworks are only enablers.

Executive Summary

The advent of decentralisation policies in many developing countries including Zambia has meant that local governments particularly local authorities now bear the primary responsibility for meeting the basic needs and infrastructure for citizens. However, local authorities in Zambia alone cannot meet the continually expanding demand for services especially town councils in districts that were recently created across the country. The growing demand, and the complexity and costs of service delivery problems call for innovative interactions and more inclusive collaboration between an increasing number of actors. Local governments, businesses and communities have complementary skills and resources that together can substantially contribute to the improvement of service delivery and foster local development.

To support and build capacity of local authorities, the Local Government Association of Zambia (LGAZ) in partnership with the Commonwealth Local Government Forum (CLGF) and the Ministry of Local Government (MLG) implemented a project that sought to (a) enhance local governance for effective, efficient and inclusive service delivery and development for selected 11 local authorities (Luanshya, Masaiti, Ndola, Chongwe, Kafue, Rufunsa, Kasama, Luwingu, Lupososhi, Mporokoso, and Mpulungu) with support from the European Union (EU) and the Foreign Commonwealth and Development Office, formerly DfID.

This compendium of case studies has been developed by LGAZ and CLGF to document success stories and lessons learnt through the support facilitated through

the project. The compendium documents case studies of the best practices from the interventions, specifically focusing on the following:

- Institutional Capacity for Local Governance and Development
- LED, Community participation and Private sector engagement in local governance
- Development and Sustainability in Local Governance
- Participatory Development Planning for Inclusive Service Delivery

This compendium presents success stories from innovative experiences and practices from 11 local authorities, covering flagship community-driven and government-led LED initiatives and projects leveraged by the councils to support and build their local capacity as well as develop their districts. The case studies clarify the context, actors, results, impact and lessons learned. They illustrate innovations and cutting-edge practical applications while demonstrating effective practices that can be replicated and scaled.

Recommendations presented in this compendium are aligned within the local governance framework of Zambia as well as within the ambit of the Seventh National Development Plan (7NDP) which also draws inspiration from global commitments of the 2030 Agenda for Sustainable Development along with the New Urban Agenda (NUA) with the exertion to promote inclusive service delivery to ensure that “no one is left behind”.



1.0 Introduction

Zambia, as with the rest of the world, is in the “decade of implementation” of the far-reaching and complex Sustainable Development Goals. The Government of Zambia (GoZ) considers the 2030 Agenda for Sustainable Development as a national agenda, given that the development challenges it seeks to address resonate with the goals agreed in this global Agenda. Sustainable Development is a constitutional issue that has been enshrined among the national values and principles in the 2016 Amended Constitution aimed at guiding decision-making on the development process for Zambia. Further, the SDGs have been mainstreamed into Zambia’s current development plan, the 7th National Development Plan (7NDP) to the extent of 75 percent of the SDGs of applicable targets being fully aligned to the national plan and 11 percent being partially aligned.

Local governance is a critical facet in order to realize the attainment of the SDGs and the Vision 2030 considering that the implementation of activities on the ground is done at the local or grassroots level. Due to greater decentralization, local governments around the world are increasingly expected to play a major role in tackling key development challenges, from mitigating climate change to promoting healthy human settlements in the wake of epidemics and pandemics, such as the devastating COVID-19 that has literally brought the world to a stand still since 2020. As a key step to revamping local governance in the country, the GoZ relaunched the Decentralisation Policy (DP) (2002) and Decentralisation Implementation Plan (DIP) in 2013. The DP’s main objective is to promote effective and efficient service delivery and citizen participation in local governance and development. Specifically, the GoZ is planning to decentralise 15 mandates to local authorities by 2018, according to the 7NDP Implementation Plan. More importantly, the successful implementation of the DP is critical in the achievement of the Zambia 7NDP because the DP is one of the key strategies the GoZ has adopted to create an enabling policy framework. Decentralisation has expanded the mandates of local authorities and requires them to plan and deliver services and development in a participatory and inclusive manner. Local authorities require capacities to effectively and efficiently deliver on their expanded mandates and resource needs as well as strategically engage citizens (men and women) in local governance and development. Similarly, citizens, as rights holders, require capacity and empowerment



to effectively participate and claim their rights in local governance and development. Both the DP and the 7NDP underscore the need for preparing Integrated Development Plans (IDP) in line with the provisions of the Urban and Regional Planning Act No.3 of 2015.

In 2020, the Ministry of Local Government, with support from GIZ and the Enhancing Local Government Capacity for Development Project, launched the guidelines and regulations on the preparation of IDPs. The IDP is the principal strategic planning instrument which gives an overall framework for development within the local authority area and guide and inform planning, budgeting, management and decision-making by all

sectors in the local authority area and places a greater emphasis on the integration of socio-economic planning and spatial planning. In the context of decentralization, working together to achieve the goals of the 7NDP requires greater linkage, integration and co-ordination of sector plans and proposals for the development of the district and this will be made possible through preparation of IDPs.

The nexus of IDPs as indicated in the guidelines include the following:

- To co-ordinate the work of all government stakeholders and ensure that they are aligned with and inform each other;
- To co-ordinate the work of external service providers with that of the government and ensure that they are aligned and inform each other;
- To address core issues by all actors focusing on underlying causes of an issue;
- To ensure that there is co-ordination between all actors to exploit opportunities and utilize potentials for the development of the IDP area;
- To ensure that the land use requirements and land use implications of all planning and development decisions are considered;
- To ensure that overarching themes such as environmental protection, climate change resilience and mitigation, HIV/AIDS, social protection, poverty reduction and gender equality are incorporated into sectoral planning.

Local Economic Development (LED) strategies are a key component of the IDPs and their development process enables local authorities to jointly understand, plan and implement initiatives aimed at enhancing local economies. The process creates a platform for citizen participation in local governance and enables local authorities to account horizontally

and vertically, which is critical to the successful implementation of the DP.

The Local Government Association of Zambia (LGAZ) in partnership with the Commonwealth Local Government Forum (CLGF) and the Ministry of Local Government (MLG) with financial support from the European Union (EU) and the UK Department for International Development for International Development implemented the Enhancing Local Government Capacity for Development Project in Luanshya, Masaiti, Ndola, Chongwe, Kafue, Rufunsa, Kasama, Luwingu, Lupososhi, Mporokoso and Mpulungu with the overall goal of enhancing local governance for effective, efficient and inclusive service delivery and development. The project focused on enhancing and improving the primary elements that are the operatives of the local governance machinery. This project sought to specifically support:

- Improved leadership, institutional and operational capacities of local authorities for enhanced local governance.
- Enhanced capacity of local authorities to plan and implement inclusive service delivery and promote local economic development.
- Increased capacity for LGAZ to represent and support the local government sector in the decentralization process in Zambia.

This compendium presents four case studies that highlight the success stories, lessons learnt and some of the impacts of the project implemented by the 11 Local Authorities.



2.0 Conceptual Methodology Of the Project

The project methodology shouldered entirely on the philosophy of decentralized governance and development practice. From inception to the point of implementation and review, the process has been consultative taking into account the value adds that different stakeholders bring to the process.



A Ground-up Local Governance

The goal is to create economic opportunities for the local community through strategic and catalytic action focused on the local area's comparative advantages and increase their comparativeness to attract economic investments.



How did “we” do it?

11 local authorities were selected across the country. Below is the project’s methodology.



Needs Assessment

A initial process of diagnostics for the LAs was conducted



Community Consultation

Meeting held with the community through WDCs



Setting Priority

After the community consultations, priority areas had to be identified as the catalytic interventions



Technical Support

CLGF/LGAZ/MLG provided technical support to the LAs to ensure effective implementation



Public Support

Every step of the project progression was heavily consultative through the WDCs to build public trust.



Review and documentation

The project process has been one of review as a method of learning and documented. This gives a basis for scalability

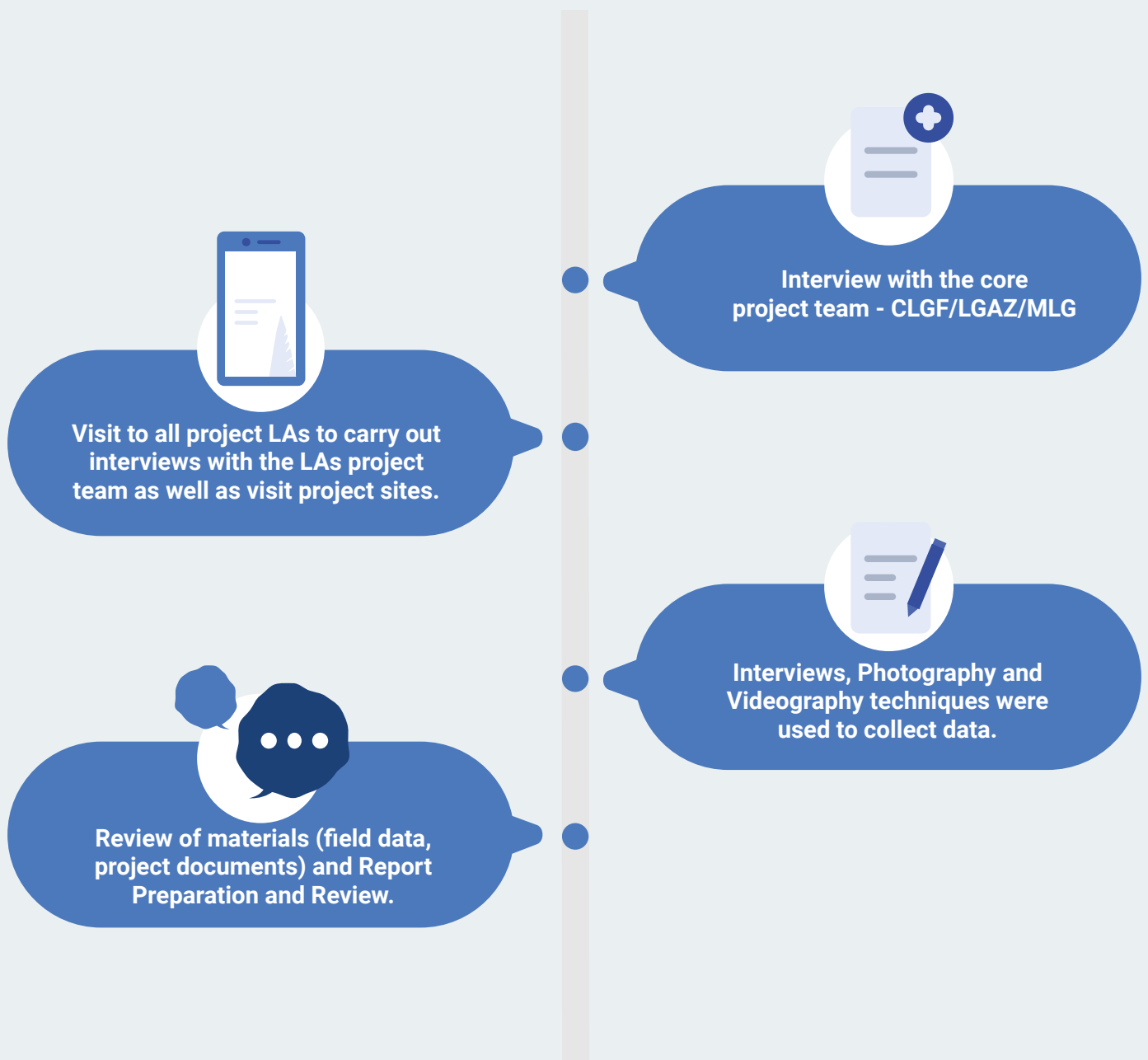
This compendium presents cases highlighting success stories, lessons learnt and impacts of the project:

1

Enhancing Local Government Capacity for Development

3.0 Methodology

This compendium used a qualitative approach and utilized both primary and secondary sources of data in the collation and compilation of the case studies. The assignment employed a combination of the case study and reportage as the primary methods. Key informant interviews were conducted with focal points from the 11 local authorities including the Council Secretaries or Town Clerks. Other Key informant interviews were done with project beneficiaries to document the success stories and lessons learnt from the project. Photography and videography were also used and took a protagonist approach to draw up good practices/success stories, lessons learnt from the project that LGAZ and CLGF have supported in the 11 LAs.



4.0 Cases of Best Practices



**Enhancing Local
Government Capacity
for Development**

4.1 Institutional Capacity for Local Governance & Development.

The Enhancing Local Government Capacity for Development identified the primary elements that propel the local government machinery as the factors of attention in building capacity for performance for the LAs. This approach ousted the key areas that were the missing links in the development process and hence resulting in the local authorities having a weak base to engineer economic growth at the local area. Building institutional capacity meant improving local governance systems in the local authorities through trainings and orientation of the political leaders and officers within the local authorities and lined ministries. This was to ensure coordinated lateral and vertical institutional capacities are built. To further enhance this local government performance the project facilitated the formulation of a policy framework for local authorities as the guiding tools for decision making and the procurement of equipment such as plotters, differential GPS units, computers and network infrastructure such as LAN and Internet services. The development of network infrastructure that included transactional websites development aimed at creating a platform to link the 11 project local authorities onto the government wide area network. This set out a significant step into the digital transition of local government systems. The advent of Covid-19 in 2020 affected the successes of the project significantly, especially in the area of delivery of equipment that the project procured for the local authorities.

However, the project has recorded scores within the area of policy development. All the 11 project local authorities have developed key policy documents such as LED Strategies, Gender Policies, IDPs that were developed with community through the Ward Development Committees. Significant progress has been registered in the institutionalization of LED Strategies, which have been developed as a substrate of the IDPs. In a sense, the implementation of the IDP has thus already begun through the institutionalization of the LED strategies.

The two cases under the theme Institutional Capacity for Local Governance and Development thematic area is discussed in the subsequent sections and has reflected on inroads and best practices.

4.1.1 Case 1: Operationalizing a Development Policy – An IDP Story

Integrated Development Planning is a concept that has been in the Zambian development narrative for some years now. It has seen little adoption due to the cost implication that the process is known to have. The main other reason was its lack of legal standing as an instrument of development. This saw the revision of the spatial planning legislation to state expressly that the local authority is required to have an IDP in place and further outline the guiding principles of the plan. As part of the implementation of this legislative requirement, the national government reviewed the process to simplify the conceptual process to make it less costly and manageable by formulating the new guidelines on the preparation of the IDPs. CLGF with LGAZ were instrumental in the formulation of the IDP guidelines especially that the formulation of IDPs were part of the outputs of the projects.

“To begin with we had support from LGAZ in launching the IDP guidelines and that was the major success for us before we even started the training and those guidelines are what we have been using not only for the IDPs in the project local authorities but in all the IDPs we are preparing for the whole country. That is a living document and am looking at this benefit going beyond the supported LAs which is informing how we are developing the IDPs in relation to the 7NDP [...] [and] the URP Act. This was the first ever time that we were beginning to prepare an IDP”.

Ms. Changula, IDP Technical Team – MLG

The principal reason for an IDP as a tool of development is that it should fashion a plan for public investment and set a strategy of how priority will be set out for public capital expenditure. This entails that:

“All resources for projects in the district are supposed to be guided by this IDP. [...] If the local authority is getting the LGEF, what plan is the local authority using to spend that fund and identify the projects. [...] We need to firstly find plans that help us facilitate the process of identification of the projects in which we invest the LGEF. And the IDPs provide that roadmap”.

Mr. Phiri, IDP Technical Team - MLG

It was for this need that the project focused on enhancing the capacity for the local authorities to have tools that aided sustainable resource utilization that push the need for LAs to have IDPs on the agenda.

All the project local authorities have been assisted with the development of IDPs through a number of interventions. These included facilitation of the IDP process by training technical staff from the local authorities and conducting consultative meetings with stakeholders such as Chiefs and the communities through the WDCs.

At the time of preparation of the case studies, the IDPs were still being in the process little can be said about their impact on the development of the districts under this project. Some factors leading to this situation were highlighted by the technical team from the Ministry of Local Government that is working in collaboration with CLGF.

“Generally, there has been a lot of progress on the preparation of the IDPs. Of course, being done under new guidelines there are a number of issues that required improvement but they were not matters that would have completely derailed the process. [...] We had a hitch generally because the guidelines did not include a proposed structure for the IDP and we started getting IDP drafts that were coming in all kinds of formats and this made it difficult to compare one plan to the other. We have developed a guiding table of contents so that the districts can be guided. [...] The other delay comes from the issue of Covid-19. When we started the process, we were moving in good time that by now they would have been finalized but because of Covid-19 and knowing that the preparation of an IDP is a very interactive process for both the IDP and the community that have to engage in consultations at a regular basis. The restrictions made it really difficult to make progress”.

Mr. Phiri, IDP Technical Team - MLG

The formulation of the IDP has further allowed the refining of the guidelines to make them appropriate for the Process.

“The IDPs that we were doing under the LGAZ partnerships were actually the first generation of IDPs aligned to the URP Act. There was a lot of learning along the way and I think much of how the project was designed was that the IDP was supposed to be an in-house job with a consultant being there to guide and not necessarily put the document together on behalf of the councils. The LAs were the ones doing the actual job. There was some struggling on the part of the districts especially those that did not have the planning capacity in areas like GIS or prior knowledge on how to prepare an IDP. I think that the angle that the project took that the district will prepare the IDP and will only get consultants to help with supervision or have an oversight role was a good approach. Except that the district had not been adequately trained in IDP preparation. I remember in the beginning of each phase we would have a two- or three-day training to just take them through the process. [...] I think this was not sufficient because the IDP team is made up of different categories of people which include even councilors with a significant variation in knowledge in IDP preparation which resulted in some high level of ignorance on the process. And this could not be sufficiently addressed in the workshops we facilitated and participated in. The planner could have the knowledge but the supporting members did not have sufficient knowledge. So, the burden was resting mostly on the planners which I think was very tasking to them”.

Ms. Changula, IDP Technical Team - MLG

The many challenges that were faced in the process also resulted in rich learning that provided a platform for innovation and as such the LAs developed a peer review mechanism as a way of self-learning in the process. This technique was tried in the process as a way of addressing the challenges, which stands out as a best practice for IDP preparation.

“Despite these challenges, we had a very good peer review mechanism that we put in place. We would call the districts together at the end of each stage, to review their IDPs and we did it as a peer review process where other districts would have the opportunity to look at what

the others had done and point out where they can improve. It was a learning process for the LAs. The peer review was just a test and this was the first time we did it and as time went along, we refined it and found that it was a very beneficial process and tool in the IDP development process”.

Ms. Changula, IDP Technical Team - MLG

The preparation of these first-generation IDPs has brought out key lessons as far as institutional capacity is concerned, not just for the project LAs but a general reflection over the entire process especially if the idea of scaling up was to be pursued.

4.1.2 Case 2: Building Capacity for Performance for Institutionalizing LED

LED as a development tool and a concept in itself, is a new phenomenon in the development process in Zambia. Institutionalizing LED calls for understanding of the process and the framework within which LED should be operationalized. There is no model for initiation of LED as a tool for enhancing economic activities in LAs in Zambia. It can be initiated by the community or a conglomerate of business houses. However, whichever entity that initiates, it must have the capacity to effectively drive the idea which is financial and non-financial. Being an institution that fashions public and private investment the local government has a stronger arm to initiate an LED strategy. This implies that as the institution to drive the LED strategy, it should possess capacity to effectively implement the strategy. There are some capacity parameters that the institution needs to possess and part of the primary actions under the two projects was to ensure that capacity is built in the local authorities to implement the LED strategy.

Capacity assessments undertaken for the LAs highlighted significant gaps in institutional processes such as local governance systems, financial processes and management, auditing and leadership. Capacity building trainings were conducted which targeted institutional staff and civic leaders. The trainings also covered personnel from line Ministries because the institutionalization of the LED process transcends beyond local government interventions. The trainings specifically meant to build the leaderships capacity between Council technical officers and Civic leader and sub district platforms to improve collaboration and decision-making. More so, build capacity at all levels to institutionalize LED basing on the district's comparative advantages.

“[...] generally speaking, what we have seen in IDPs across Zambia, I feel the capacity is not sufficient. There is some level of knowledge on how to do the process but remember that this is the first generation of IDPs under the new Act and the new guidelines. It was a lot of testing out and we were constantly getting questions on how do we go about this and what this meant in the guidelines. At the end of it, you find documents representing information different from how the guidelines prescribe. I think there should have been training. The time when we had the IDP guideline launch, we had emphasized that a launch was not enough and we needed to do training especially that the IDP process is a complex process. I think what should have followed is some extensive capacity-building before they could start the actual preparation of IDPs. This has affected the project timelines with regards to IDPs”.

Ms. Changula, IDP Technical Team - MLG

“The trainings did not only target the local authority. Heeding into the spirit of decentralization that is being championed by the Ministry of Local Government, the trainings included officers from the line-ministries that are operating in the district”
SEP Mpulungu Town Council

The capacity training had made great impact in some local authorities in terms of internal operation efficiencies.

“There is definitely a change [...] some of the issues especially where development projects are concerned [...] for civic leaders, you will find that they do not understand the processes involved [...] and we will be having conflicts with us the officers because they do not understand the process and steps involved for a project to be approved or funded. Through those training which were very interactive [...] we were able to iron out those issues we used to have misunderstandings about [...] both parties [management and the civic leaders] now understand and have specialization of roles on the projects”

DPO Kasama Municipal Council

“The leadership and management trainings provided a platform for “answers”. Our roles were sometimes blurred as civic leaders and we found ourselves in a position of ignorance on community development interventions. The built capacity necessitated us to participate actively from positions of knowledge especially in the IDP and LED strategies development process”.

Civic Leader, Chongwe District

Among the parameters for effective institutionalization of LED is project human resource consistency. The process should be followed by a stable availability of the human resource, up until reaching a certain level of stability that it is able to return knowledge and skills within the project for new staff to sustain the LED process. According to the Zambian LED Guidelines for Local Authorities, the implementation of an LED approach requires officials to drive the programme over a cycle of about 3-5 years. The local authorities staff are constantly being transferred and this is causing significant challenges with the projects and the overall sustainability of the interventions. Some local authorities like Rufunsa, Masaiti, Luwingu and Mporokoso have been greatly

affected by the transfer of key staff that were trained in LED. It is affecting the institutional project capacity due to the loss of personnel that were trained in LED and being replaced by new staff without the LED training and institutional memory.

This is greatly destabilizing the local governance especially on development interventions like LED that require consistency and stability, affecting the project progress significantly. Although some of them have tried to develop some resilience in the process like Mporokoso, however, the effect can still be noticed. LAs like Luwingu have been greatly affected with transfer of staff and this is evident by the pace of implementation of the LED interventions identified and targeted. Almost the entire project team was new and were only about five to six months old on the project. Those that have been fortunate to maintain project personnel have shown significant project progress in both LED strategy institutionalization and implementation. LAs like Kasama that has experienced a low staff turnover for the project staff, have been able to effectively institutionalize project outputs like LED. This is noticeable in how the LED Strategy has become a cornerstone of it's overall capital investment budgeting.



4.2 Local Economic Development (LED) & Community Participation

The underlying philosophy of LED is to initiate growth of the local economy through localized efforts, to improve the quality of life of the people and the revenue base for LAs. The goal is to create economic opportunities for the local community through strategic and catalytic action focused on the local area's comparative advantage. Critical to the process therefore is initiating intervention from the ground up and nurturing it through an effective community engagement methodology. This is the primary ingredient. The Enhancing Local Government Capacity for Development has supported the development of LED strategies that provide a roadmap for identifying and exploiting local capacity to anchor LED as a locally initiated development action that should result in the desired kind of development defined by the needs of the local community. This strategic action has not only seen the development of capacity of the LAs to develop LED strategies but also create a platform for community participation and linkages with other government departments and institutions in promoting LED as a model for enhancing the local potential and development of the districts.

Under the LED and Community Participation thematic area, three cases have been documented that reveal the best practices from the two projects. These practices frame a learning curve for such development interventions going forward.

4.2.1 Case 1: Modelling a Methodological Approach for Local Action

The principal ingredient for LED to succeed is having an effective stakeholder engagement and management mechanism, which should ensure active participation of the community. The methodological approach for the two projects was to identify existing structures within the local government system that are an integral and legally recognised platform for effective community participation. The initial steps of the process in the 11 LAs started with firstly analysing the institutional framework of the local government system to establish structures closest to the community as the starting point of the LED process.

These institutional assessments identified WDCs as the primary structures for promoting community

and stakeholder participation and leveraging local action for LED assessments, visioning and projects identification based on the districts comparative advantages. The interventions and capacity building for LED have modelled and championed platforms for stakeholder coordination and community participation, which saw the identification and prioritization of specific LED projects in the districts as key growth development nodes/opportunities. Some LAs however, like Mpulungu, cascaded further down to the Zone level within the WDC in the preparation of the LED Strategy as well as the IDP.

“In picking the [LED] focus areas for the district, consultations were held at lowest governance structures which is the zone within the WDC framework. [...] for Mpulungu this was purely because the geographic spread of the wards in the district is very wide and to make submissions more representative the approach had to cascade down below the Ward. The need to cascade further down was after the initial consultations at the ward level with the WDCs where it was noticed that there was need to also conduct meetings at zone level”.

SEP Mpulungu Town Council

4.2.2 Case 2: Defining the Development Path from the Grassroots

The LED process in the LAs emphasized the need to have it developed from the grassroots and took a purely bottom-up approach and ensured that the voices and aspirations of local actors such as cooperatives, community-based enterprises, women and youth forums, traditional leadership and residents form the basis for the LED strategies and action areas. The project fell within the tenets of decentralization, which the country has been making efforts to implement. The projects created a platform for orienting WDCs on their roles and trained stakeholders and actors on the decentralization process. The needs assessments that were conducted through the two projects revealed that most LAs lacked policy documents to guide strategic visioning and provide roadmaps for promoting LED. It was found that on the one hand, LAs were dealing with a situation of

lack of public trust and confidence in them as a result of service provision incapacities. While on the other, they struggled with having effective platforms for public participation and stakeholder engagement in the development process.

The LED Strategies developed alongside the formulation of the IDPs are meant to close this gap in the institutional performance, delivery of services and development as a whole. These development tools were constructed through a comprehensive consultative process with the community through the WDCs with active participation and representation of traditional leaders, cooperatives and other government Ministries. This communitydriven bottom-up approach has epitomized the approaches for development interventions, valuing the decision-making power and participation of grassroots. This approach has the potential to unlock resources and promote localism and commitment from stakeholders and grassroots. This process has given the community an opportunity to influence the development path of their local area. With the ability to influence local government operations at such a level, the community has been able to develop trust in the functioning of the LAs as they are able to see activities that are from what they had submitted as their areas of need.

The case of Luwingu Town Council, the implementation of the project from the grassroots has significantly shifted the relationship between the LA and the public. Its interaction with the WDCs has been instrumental in building the relationship.

an intended externality from implementation of the projects. This has shifted the LAs public perception.

“We have seen the council construct roads in our area and other infrastructure based in what we had submitted and this has improved our working relationship with the council in the area”

Key informant WDC Chairperson, Kasama

“We feel the process of developing the LED strategies has helped us get closer to the Council and improved our relationship as we represent them at sub district level. When people are included in strategic discussions of development that concerns them, there is that sense of responsibility and trust that develops. And that is what the project has done. Build the trust between the people and the Councils”.

WDC Chairperson, Chongwe Central Ward

“It is exciting to see the Council bring us on board to discuss how we can improve our communities and the lives of people. We are only community member but we hold a wealth of indigenous Knowledge that is necessary for development. Not only have we worked with the council to develop the strategies. We will walk the journey together. Those are our aspirations outlined in those documents”.

Cooperative chairman, Ndola District

“From inception when this project started the chiefs were brought on board in all the meetings we used to have, [which included] the capacity building trainings, and that really made them very happy and felt really part and parcel of everything, so much that when the identification of a project that CLGF funded the chief [Chief Chipalo] was very much willing to give us land [...] since the chief knew about the whole thing from beginning [...] Other chiefs that where part of the process from the beginning are Senior Chief Shimumbi, and Chief Tungapi [...] but he was not fully involved because of the chieftainship disputes over succession”.

SEP Luwingu Town Council

“As WDCs we were involved to collect developmental projects that the community needs in our ward. What we did was that we went around and organized meetings for the communities and using techniques that they taught us [...] we came up with the priority projects in the same ward. For the first time we saw the council engaging the community to come up with projects rather than the usual thing where we see people at the district and national level coming up with projects for the community. We have seen an improvement in the relationship with the council. We are able to communicate with the council through the WDC”.

Katopola WDC Chairperson, Luwingu Town Council

Kasama Town Council is also testament of such

4.2.3 Case 3: LED a Strategy for Promoting Local Entrepreneurship & Capital Investment

Local authorities are responsible for shaping both public and private investments with the target of creating growth within the local economy. This is perfectly encapsulated in Article 151(2) of the Zambian Constitution as the core objective of the local government being to promote social and economic development. The LED strategies developed by the LAs are strategic conduits for promoting local entrepreneurship and leverage targeted capital investment, which is catalysing growth of economic activities. What is interesting is that these strategies have been derived from the ground-up as a reflection of the community aspirations.

In Kasama District, the LED strategy have provided the LA with a policy drive for effective and strategic capital investments of its locally generated resources as well as the 20% capital project component of Local Government Equalization Fund (LGEF) grant from central government. The LA has selected projects that are targeted as catalytic investments. The LA has invested in the completion of the Chikumanono Inter- City Bus Station, the rehabilitation of the Kapongolo Motel and the construction of TAZARA Market Shelter. These are targeted investments that the LED Strategy identified as priority areas which will not only broaden the tax base for the LA but initiate opportunities such as employment, supply of goods and services from other local vendors in the local economy.

In Chongwe, efforts to promote LED has seen the identification and prioritization to upgrade the Council slaughterhouse to an abattoir to provide farmers and residents with a sustainable initiative for meat production. For Rufunsa, investment has been channelled to the construction of 2 market-trading shades in Rufunsa and Mphanshya areas to support the trading needs of the district. The Council through

the strategy have also partnered through the Ministry of Agriculture and Ministry of Gender to support farmers and households with 500 beehives to promote the production of honey. Cooperatives have been capacitated with the requisite skills to enhance honey production within and among its members and the project has created market linkages with BeeSweet – a company that is procuring the honey from the farmers. The imitative has also resulted in the setting up of the egg incubation facility to support and increase production of chickens and quails in the district to promote the livelihood platforms as well as improve nutrition.

In Kafue, the Town Council initially partnered with the World Bank to construct a dam in Chisankane area. The council further engaged the ELGCD Project to promote the local economic potential through Fish Farming in Chisankane area and construction of two fish ponds. Cooperatives have received capacity building support on how to undertake fish farming as well as how to take advantage of the value chain within the fish farming.. A chicken run has also been earmarked for implementation through the same funding to support local women and youth in livestock rearing. Ndola and Kabwe Town Councils through the LED strategies have developed proposals for promoting the farming of soya beans in the 2 districts to promote diversification away from the maize crop whose price on the market is not favourable. The municipalities together with local actors have identified and allocated land for these interventions to take off with seemingly more positive outcomes to be realized and potential to build the local economy.

The LED strategies developed by the LAs have provided a profound policy direction for exploiting the local potential of the districts and leveraging and directing funding to actions that have been collectively conceived by stakeholders and grassroots to promote the development of the districts and uplift the lives of people.



Chikumanino Intercity Bus Station in Kasama

This is a policy drive for effective and strategic capital investment aided by an LED Strategy for the LA



4.3 Development & Sustainability in Local Governance

Within the development project cycle, other than project scalability and creating impact, sustainability is one important element. The after-scenario is always critical to ensure the betterment of the lives that the interventions have made is sustained over time and be able to scale up the reach of the project impact. Two cases under this theme outline some best practices that will assure sustainability of the project.

4.3.1 Case 1: Building upon Existing Action

Arguing from a sustainability perspective, in so far as development interventions are concerned, in the face of limited resources, allocation should focus on optimal actions that may have the greatest impact in both the short and long term. In the face of limited resources, for interventions based on development policy, it is important to optimise resource allocation through leveraging acts that may enhance the output

and impact. This implies that identifying existing action and enhancing it has a greater chance to creating impact.

Mporokoso Town Council is one case example that affirms the argument above. It came on the project with an existing project in fish farming which they co-opted into the project as part of the LED strategy. They started with caged fish farming which did not do well as the cages got damaged and thereafter switched to fishponds to which they transferred the fish that they managed to secure after the failure of the fish cages. The coming of the project under the catalytic interventions assisted them with funds, which they used to procure pond lining materials and other requirement like feed. The fish-farming project, which was an existing action, was identified as a lucrative economic venture for the LA. This project has so far created two permanent jobs of two college graduate specialised in general agriculture. The Mporokoso approach is an aided acceleration of an intervention to start making impact in the short term.



4.3.2 Case 2: Innovation and Building Initiative

The Zambian LED Guidelines for Local Authorities points out that there is increasing evidence that successful local authorities have demonstrated that traditional methods of conducting local government business are inadequate and more innovative and responsive approaches are necessary. The projects being implemented

by CLGF and LGAZ is an attempt cause a shift from the traditional local government methods, towards effective and efficient practices. To effectively attain this trajectory, the World Bank's LED trainers manual called Making Local Economic Development Strategies: A Trainer's Manual points out that for LED to guarantee success, the process has to be pursued with innovation.



Lupososhi Town Council, despite being a newly created district, is carrying out impressive activities under its LED strategy. Its innovative efforts and an initiative of identifying its comparative advantages being nurtured through its LED strategy, has made it an outstanding case study. The LED for the district is a component of the IDP with the area of focus being to grow the economy of the district. They have three regions in the district delineated based on the chiefdoms. These are Walimbe Chiefdom which is predominantly a fishing region, Chungu Chiefdom which is a farming region and Katuta which has small scale mining activities. Of the three, Walimbe's Nsombo fishing centre has been identified as the first phase activity area due to the high volume of fishing activities in the area. According to the fisheries department in Lupososhi, an estimated 2.489 metric tonnes of fresh fish annually is brought by fishermen at the Nsombo fishing centre from the captured fisheries of Lake Bangweulu and its wetlands. However, due to lack of storage facilities and a poor road condition, a significant amount of the fish is lost. It is this situation that the LED strategy identified as an economic opportunity. The LA's plan of enhanced economic growth in this area, is to provide cold storage facilities for the fish. They further aim to add fish ponds so that they are not only providing storage but also get involved in production and take advantage of the market when the fish ban is instituted for all captured fisheries.

They have identified some abandoned structures that used to be for the fisheries department where the cold storage facilities will be installed. They have already carried out inquiries on supply of the cold storage facilities and are waiting the funding under the catalytic project fund. Nsombo being a place for a lot of business activities other than fishing, but trading of goods going across the lake such as avocados, and beer from Samfya, it accumulates a significant travel population. This is an opportunity for accommodation that the LA has identified as part of its LED strategic intervention. They have since mobilised resources and have constructed 5 chalets for lodging at the site adjacent to the cold storage facilities.

Lupososhi exhibits a way of thinking innovatively and working with the available resources in the initiation of LED. Being in possession of the LED strategy document, they are able to strategically use their limited resources by investing into lucrative activities that will develop the economic landscape of the districts and start generating revenue. These investments have a catalytic effect that they will create employment for the local people and other business opportunities, which is the whole philosophy of LED – creating economic growth at the local area through a locally initiated intervention.

“There is increasing evidence that successful local authorities have demonstrated that traditional methods of conducting local government business are inadequate and more innovative and responsive approaches are necessary”

Zambia LED guidelines

Nsombo Fishing Center in Walimbe in Lupososhi District .

The site has five chalets which are at about 90% completion. The inserts show three of the complete chalets and the interior.



Lake Bangweulu Wet lands at Nsombo in Lupososhi .

The water-based route from Nsombo across the lake is the shortest route to in-land developed towns like Samfya which is a key trade route for Lupososhi and Samfya. Part of the LAs catalytic project action is construction of a boat yard for fishermen and the transporters. The insert below highlights the kind of transportation cargo that are transported by canoe.





4.4 Participatory Development Planning for Inclusive Service Delivery



For LED to guarantee success, the process has to be pursued with innovation.

Following from the methodology of the project, as a starting point, the needs assessment revealed significant gaps in service delivery due a number of capacity issues within the institutions. For any project with the goal of creating effective impact, understanding the gaps is a very vital step. Not only will it give you the area of needed intervention but it will also give you the degree of need for each specific area so that the amount of effort can be apportioned strategically. It is a very sustainable approach as it allows the process to observe interventions that may have a catalytic effect. Closing the service delivery gap implied more than making the service available for the people. To the local authority it means being effective and efficient in the provision of the service, with the resource allocation matching the output and quality. For the public, it has to be inclusive for all and made available where it is needed. The indication here is that the public have to get involves to define the parameters of the way they want to be served. The local authority has to find innovative ways of engaging the public. The four cases under this theme outline some of the achievement in the delivery of effective and efficient services inclusively.

4.4.1 Case 1: Putting in Place Strategies & Road Maps for revitalizing and developing the districts

Experience across various regions within Zambia suggests a rapidly changing context for undertaking planning and development activities. Government has increasingly had to recognize the open nature of the economy as a consequence of globalization and the ever-bourgeoning population and demand for service and infrastructure, and the inevitable interdependencies this has been created between different parts of Zambia and other spaces that are connected into the global economy. Retrospectively, spatial development policy measures and targeted interventions failed to address the difficulties or problems that they were designed to resolve. This led to the recognition of the deep- seated and persistent nature of many spatial development problems and, in response, the need to develop new and innovative measures as alternatives to ‘traditional’ spatial development policy activities.

In 2015, GRZ through the Ministry of Local Government launched the Urban and Regional Planning Act No. 3 of 2015 to repeal the old Town and Country planning Act 283 of Zambia to breath new energies and opportunities into development planning initiatives for the country. The URP Act developed the requisite impetus and policy direction

for promoting Integrated Development Planning. Years down the line; IDPs had not been developed for owing to institutional capacity and financing to necessitate the process. Through the Enhancing Local Government Capacity for Development Project, 11 LAs (Luanshya, Masaiti, Ndola, Chongwe, Kafue, Rufunsa, Kasama, Luwingu, Lupososhi, Mporokoso and Mpulungu) were supported to develop IDPs. From the the data available and field observations, it is clear that the trainings and support rendered has necessitated the development of the IDPs, which are in draft form awaiting validation by the Ministry of Local Government. The IDPs have provided a platform for mapping local resources and will be used to galvanize partnerships and strategic engagements with the public sector to attract investment and promote the LED strategies, which is at the heart of these interventions.

“the process of developing the IDPs has created inhouse capacity for our council. Our development trajectory for the district has been developed and we have already started identifying potential investment opportunities and partners who can help us begin implementing the plan”

Interview, DoP, Ndola City Council

“the IDP development process has helped us map the necessary resources from our local stakeholders and helped us position ourselves in a strategic role to leverage funding to implement and meet the development aspirations of the plan”.

DPO, Chongwe Town Council

4.4.2 Case 2: Champion pro-poor and inclusive methodologies & Coproduction

A generally shared view by the LA officials and stakeholders including grassroots is that the IDP formulation process created a platform for horizontal and vertical development planning with an emphasis on mutual learning and the exploitation of indigenous knowledge necessary to shape the aspirations of the districts. The planning programme was anchored on the tenet of multi-sectoral and trans-disciplinary partnerships, which brought together traditional leaders, community representatives, government departments, Ward Development Committees, CBEs,

FBOS, NHCs, and others to collaboratively identify issues which formed the planning issues and survey reports as well as precipitate the visioning exercise and strategy propositions for the IDPs.

The process has modelled what coproduction should look like in a development planning process and the plans are a pure reflection of the development aspirations of the community as well as stakeholders in the district as illustrated in the following verbatim narratives.

“the process of developing was very consultative and brought everyone to the table including community members. The aspirations of grassroots have been reflected in the plans. The community voice is apparent in the proposals and submissions”. Interview, WDC Chair, Chongwe Central Ward “I was delighted to be part of the development process on the IDP. Not only did I contribute to the development aspirations of the district, I also learnt a lot from the process. I had no idea of how the planning process is done. The consultative processes also created a platform for building capacity of a person like me who had no idea of planning issues”.

Interview, local actor, Rufunsa District

4.4.3 Case 3: Platforms for Coproduction created at District Level

Improving service delivery, let alone, making it inclusive starts at understanding the level of public involvement in the delivery process. Local authorities in the country, across their service provision spectrum, have a public perception of not being reliable and incompetent in service provision. Getting the public on board entails putting an effort in changing this narrative. Public engagement trainings and the establishment of platforms for stakeholder collaboration was a vital capacity building area for the projects, which has significantly improved the public perception. Community discussion forums and radio interactive programmes were facilitated to create interactive public engagement and establish feedback mechanisms to improve stakeholder collaboration and participation of communities in development planning, implementation and monitoring.

“To some degree there has been an improvement in their involvement with the local authority. There was a situation of people not knowing what functions fell under central government and which one fell under the local authority. The onset of the ELGCD project has brought some clarity and has made the provision of service to the people effective”.

DPO Luwingu Town Council

“we hosted programs under public participation where the [ELGCD] project funded radio time on Radio Mano to have public interaction programs on different subjects through the public relations office [...] such as financial activities like budgeting, some of the projects that the council is implementing and the source of funding, the Kapongolo Motel renovations, and the LED funding for the truck park [...]. The programs were interactive which gave the people opportunity to call and ask questions about the projects. We also talked about the council functions, the role of the WDCs in the development process and also the IDP, explaining the benefit of the IDP and also the offices of the Councillor and the mayor and their roles. [It also covered] land administration, and the process of how to acquire land. There is always a misconception on how to acquire land through the councils and it was a good opportunity to educate the public”

DPO Kasama Municipal Council

“[...] The [other] capacity training with the youths under a youth network that looked at the training for the young people in Kasama district which focused on inclusiveness in service delivery. The youths were first introduced to local government and the functions of the council. Having understood the functions of the council we looked at [...] youth issues in various service provision of the council. It may be too soon to effectively assess what has changed at this stage of the project but what I can mention is that the youths are now more interested in the operations of the council. They are more inquisitive now about the services the council is providing and [are] eager to want to participate. [...] I think the importance of the meeting that we had with the youth was to introduce a platform for the youth to have an opportunity

of assessing Kasama Municipal Council for example on services like street lighting. Do we have adequate coverage? What can be done? Which area need to be looked at?”

SEP Kasama Municipal Council

“the discussion platforms and radio engagements have improved collaboration and understanding of our work as a Council. People got to learn of some of the challenges that we face in the provision of services. We now see a scenario where the misconceptions about the Council are now being turned into positive suggestions on how best we can operate as a council with the support of different stakeholders”.

DPO, Kafue Town Council

4.4.4 Case 4: ICTs Innovations in Service Provision and Creating Partnerships

Part of the key areas of intervention specifically under the ELGCD in service delivery, was to provide necessary network infrastructure to enhance institutional capacity. The aspiration was to establish and/or strengthen the Local Area Network (LAN) for 11 municipalities to link Planning, Finance and the Legal departments to improve information management. The support further sought to increase the visibility of the LAs and establish e-platforms for enhanced management in service provision. These include online payment platform, or application for planning permission. 11 LAs have been supported with the establishment of the LAN with a few component of the system still under development such as the peripheral devices like plotters, printers and computers. This has impacted the LAs differently depending on the degree of innovation that the respective LA has employed. Across all the LAs, the internet has made internal operations more efficient as communication and sharing of information and data has been made easier. Information sharing and communication platforms such as websites and Facebook pages have been created and strengthened and are being utilized to interact with the community and stakeholders.

“we are able to deliver our assignment on time

[as] we are able to share information with other institutions like provincial administration effectively and submission of reports on time [...] such as for quarterly reports to the ministry or for PDCC meetings. Internally we are able to share information easily and fast. [...] and this has made it possible to secure our ICT equipment for infection due to viruses from sharing memory sticks”

DPO Kasama Municipal Council

“Our 3 critical departments (Planning, Legal and Finance have been linked through the local area network and we are able to share information and enhanced inter-departmental efficiency in handling applications, payments and services to the public. We are working to enhance the system through our website to create e-application platforms for receiving applications for planning permission and other services”.

Town Planner, Kafue Town Council

Kasama Municipal Council has made some innovative strides with the use of ICTs in their operation and interaction with the general public, citing that: “We have [...] a system where we receive [...] applications for planning permission [...] where someone can send an application without coming to the council. The submission is done through an email system that is managed by the public relation office which then send through the received application to our department for processing”

DPO Kasama Municipal Council

5.0 Reflections & Impact Scoping

From the needs and capacity assessments undertaken by LGAZ/CLGF for the Project, it was clear that there was lack of a localized institutional policy framework to guide the development agenda of the districts. In as much as there being policy guidance at national level through the 7NDP and other aligning policies such as the URP Act, there was a lack of an effective grounding policy framework to localize and contextualize the national development agenda. What is clearly evident is that the Project has created interventions to close this gap by facilitating the development of a number of localized institutional policies such as the IDPs, with LED being the key mechanism to deliver on the mandate of development as enshrined in the 7NDP.

At the backdrop of all this is decentralization which is the principal determinant of the current country's process of development. The Zambian LED Guidelines for Local Authorities underscores this approach as a means for the government to build its supervisory, monitoring and support capacities in relation to the local tier to hold the local authorities accountable for performing their mandate. The methodologies that the Project has championed are aligned to the government's position on the implementation of decentralization such that all interventions began at the grassroots through the WDCs and other local structures. The interventions and development propositions are a true reflection of the aspirations and needs of the district and communities in particular.

Moreover the capacitation of the LAs to develop roadmaps and specific institutional instruments such as IDPs and LED Strategies has precipitated innovation and given the local authorities impetus to make strategic decisions and investment actions that have slowly started shaping the development trajectory of the local economies. Firstly, targeting capital investment as one of the LED strategies has resulted in creating economic opportunity and employment for the local area in a number of LAs in the Project. Secondly, the project's aim of making effective and efficient service delivery, which is inclusive, has resulted in the change of the local authority's public perception narrative. Kasama Municipal Council stands out on its public engagement efforts to get the public involved in the development process and change the institutional public perception. Identifying

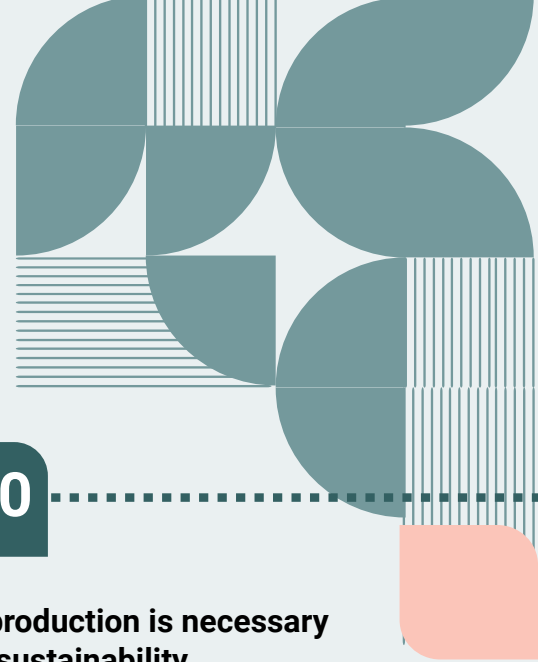


existing actions and enhancing that particular action and being able to create partnerships, has made the projects to register significant milestones.

Mporokoso, Rufunsa and Lupososhi Town Councils stand out in targeting investment on existing action and being able to initiate LED strategies with what is available. They are effectively applying the principle of resource leveraging to grow the resources available to meet local needs and finance local plans. The LED guidelines strongly encourage this act of utilizing its own budget and capacity to attract additional funding for a specific program or project.

The Best Practices

Lessons Learnt



1.0

Community and stakeholder engagement and participation is a critical component of any development process.

Undoubtedly the participation of grassroots and stakeholders and the consultative nature of the processes by all the LAs has promoted buy-in into community development processes and have leveraged partnerships and working synergies between and among different stakeholders. The ownership of the LED projects identified and being implemented by local actors is a demonstration of the efficacy of the engagement processes that the two projects have established. Sustainability is therefore guaranteed.

2.0

Capacity building is a vital ingredient for leveraging participation and community agency in development planning purposes.

Trainings facilitated through the projects created platforms for mutual learning and capacity strengthening of stakeholders as well as the LAs. WDC orientations and leadership trainings for civic leaders have opened up opportunities for community agency. WDCs have begun mobilizing local action and resources and championing local level projects such as improving solid waste management.

3.0

Coproduction is necessary for sustainability

IDPs and LED strategies formulation process has epitomized coproduction and has positioned it as an emerging and necessary tool for promoting the sustainability of development interventions. The plans have not been developed through a high technical procedural top down process but were subjected to the communities and stakeholders with the Local Authorities playing a facilitating role to ensure that the technical aspects of the process and the outputs are emphasized and guided.

4.0

Innovation is a primary additive to the success of LED

This has to be made a part of the elementary lessons in the capacity building both at project staff level as well as institutional. The key learning point here is that districts need to creatively package their comparative advantages to be able to attract LED investments within the district and region. Tools such as district investment profiles should be developed to complement the IDPs and the LED strategies.



“For the first time we saw the council engaging the community to come up with projects rather than the usual thing where we see people at the district and national level coming up with projects for the community. We have seen an improvement in the relationship with the council.”

Luwingu Traditional Leader

Challenges

One of the glaring issues that continue to affect the sustainability of interventions for the 11 LAs is the transfer and rotation of staff. There is apparent loss of institutional memory as most officers who were focal point people spearheading the projects interventions had been moved to other districts. Therefore, this poses a threat to the institutionalization of project interventions and innovations. The project intervention rest greatly on the implementation of Integrated Development Planning as interventions such as LED still draw from the development ideas embedded in the IDP. In as much as the process has been refined to make it easier to prepare, there are some capacity issues that still need to be addressed with regard to skill-set and knowledge. The planners who take the leading role as the IDP managers have substantial knowledge in IDP preparation, gaps are still occurring within the IDP team as the IDP process is a complex process that needs diversity of skill. These gaps are causing a burdening situation on the IDP managers.

Recommendations

1. To ensure the sustainability of projects and innovations for the Local Authorities, the Local Government Service Commission (LGSC) needs to put in place a robust staff rotation mechanism to ensure that staff rotation is done systematically (5 year rotation period) to ensure that interventions are sustained.
2. Local government in Zambia need to go through a paradigm shift to stay relevant to the community. For the to happen this transition should prioritize nurturing a relationship between local authorities and communities from being served to development partners. The traditional methods of operation are unable to fit in the current context of service provision and development process. They need to innovate and develop smart processes that are developed on specificity and promote the institutionalization of pro-poor and inclusive approaches.
3. Local Authorities should be capacitated to undertake resource mapping to ensure that all projects being implemented in a district either by NGOs, private sector or communities are aligned or framed within the ambit of the IDPs. In this way, the LAs will be able to leverage resources to implement and actualize the development aspirations of the districts considering that most of

them have financial constraints to implement the projects.

4. Resource leveraging is an important mechanism for project implementation in the face of limited resources. Local authorities need to identify the project with the highest potential that should cause a catalytic effect. Here, it is encouraged to identify existing action that can be enhanced as a targeted investment which has a high possibility to initiate growth in the local economy. This will ensure sustainability of the development intervention.
5. If the idea of the project scalability is to be explored, specifically on the aspect of the IDP, intensive capacity training in the preparation of the IDP may be a necessary undertaking. This should transcend beyond the project implementation. The national government through the Ministry of Local Government partners like LGAZ and CLGF should make efforts to ensure the planning schools or local government training institutions in form of collaborative partnership to enhance skills training in IDP preparation with a practical focus. This will facilitate the growth of a skilled human resource pool of IDP specialist especially that the current model focuses on in-house preparation of IDPs. It should be made a specialization field.
6. Resource leveraging is an important principle to uphold if projects have to be attained in the face of limited resources. Local authorities need to identify the most cost effective but with the most significant projects of impact on the community with a catalytic effect. Here, it is encouraged to identify existing action that can be enhanced through a targeted approach, which have a high propulsive effect to initiate growth in the local economy. This will ensure sustainability of the development interventions.
7. Events such as globalization and Covid-19 have given reason to strongly consider ICTs as a primary element for local development planning. Ideas of smart cities and towns are a matter we need to drive towards. ICTs are now a cross-cutting strategy bordering not only on operational efficiency in service delivery by the local authorities. It is a matter of public health and safety. Development planning, land-use management, community participation and improving local governance will be delivered through the ICT conduits.

Conclusion

Overall, what can be concluded is that having a development policy framework – like an IDP or an LED Strategy – in place as well as resources is one thing. While being able to have the innovative drive and the initiatives, as some case studies have shown, to make that policy framework deliver development, is another. These policy frameworks are only enablers. Mechanisms have to be put in place to make these documents function for the purpose they have been put in place for. The local authorities need to be creative to be able to harness the full potential of opportunities in interventions like LED strategies and to be able to provide effective, efficient and inclusive services to the citizenry. They should be able to make resource leverages to start the incubation of development ideas towards a desired end, provided they have a well-grounded strategy within it. More so, the IDPs and LED strategies will bring more meaningful development if the decentralization policy is fully institutionalized and implemented to its fullest. The LAs have to further build internal capacity to leverage funds beyond the LGEF and leverage PPPs and other resource avenues to realize the aspirations set out in the strategies and IDPs.

Credits



MINISTRY OF LOCAL GOVERNMENT

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