



DECENTRALIZATION IN NAMIBIA

**THE POLICY, ITS DEVELOPMENT
AND
IMPLEMENTATION**

**MINISTRY OF REGIONAL AND
LOCAL GOVERNMENT
AND HOUSING**

MARCH 1998

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FOREWORD

In 1992, Parliament in putting into effect the provisions of the Constitution on the system of regional and local Governments for Namibia enacted both the Regional Councils Act and the Local Authorities Act. Both Acts provide for the establishment of second and, third tiers of Government.

To give effect to these laws the Ministry of Regional, Local Government and Housing embarked on a policy review process in 1996, particularly focusing on the decentralization of functions to regional councils and local authorities as provided for in the Constitution of the Republic of Namibia.

The review process culminated in the Decentralization Policy for Namibia, which got adopted by both Cabinet and the National Assembly. The aim of the policy is to provide the basis and a framework for Government to devolve functions, responsibilities, powers and resources to the lower levels of Government namely regional and local governments. The implementation process is scheduled to start on the 1st April 1998.

Decentralization reform is a continuous process and its implementation requires caution and patience. In the case of Namibia, initial functions for devolution have been identified and accepted by both regional councils and local authorities. However, it is felt prudent that we will first embark on delegation of functions before ultimate devolution while making sure that all requirements, i.e. infrastructure, training of personnel etc. are put in place. To this end an implementation strategy and work plan have been worked out and adopted. We hope that the

strategy will serve as guiding parameters for the timely and successful implementation of decentralization in Namibia.

The success of decentralization process in the country will depend on the full co - operation of all stakeholders, especially, the regional councils and local authorities for it is at this level that the success of decentralization will finally be measured. This process should therefore be seen by all Namibians as a prime challenge aimed at ensuring that the local community are empowered to make their own political and developmental decisions by setting their own goals and priorities, implementing and evaluating them on their own.

This booklet is therefore offered as a handy tool for both the professional and non professional alike to help them understand the decentralization reform for Namibia, how it will be implemented, and the time frame for this implementation. It is hoped that the booklet will be a useful guide for understanding decentralization policy for Namibia, its development and implementation.

A handwritten signature in black ink, appearing to read 'Nicky Iyambo', with a large, stylized initial 'N'.

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MINISTER OF REGIONAL,
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COMMITTEES.

- 1.1 Namibia has adopted Decentralization as a State Policy and is now embarking on the implementation process. However for one to grasp the rationale behind the introduction of Decentralization Policy in the country, it is necessary to view the background of the governance of the country prior to the attainment of independence in 1990.
- 1.2 Before the attainment of independence, the people of Namibia were engaged in a protracted struggle against colonialism, racism and apartheid, all of which had denied the majority of the people democracy and development. The people of Namibia did not have power to make decision on matters that affect their lives and therefore were not able to determine their own destiny.
- 1.3 The conception and introduction of the Policy of Decentralization in Namibia has its root/origin in the vision of the now ruling party, the South West Africa People's Organization (SWAPO) party, during the people's struggle before independence. SWAPO's vision on decentralization was reflected way back in its election manifesto of 1989. Chapter 12 of the manifesto on Local Government and Housing provided that, "under a SWAPO government, Independent Namibia will have democratically elected local authorities in both rural and urban areas, in order to give power to the people at the grass root level to make decisions on matters affecting their lives."
- 1.4 The vision of SWAPO on local governance was later enshrined in the Constitution of independent Namibia. Chapter 12 of the Constitution provides for the system of regional and local government in the country. Article 102 (1) specifically provides for structures of regional and local governments. It states that, "For purposes of regional and local government, Namibia shall be divided into regional and local units which shall consist of such

region and local authorities as may be determined and defined by an Act of Parliament."

1.5 The constitutional provision under Chapter 12 on regional and local government therefore marked an important step in the development of Decentralization Policy in the country. It is important to note that under the same chapter, powers of regional councils and local authorities are prescribed covering such areas as raising revenue and sharing in the revenue raised by the Central Government.

1.6 Another important aspect in the development of Decentralization Policy in the country is the enactment by Parliament of the following legislation in putting into effect the constitutional provision under Chapter 12:

- The Regional Councils Act, 1992 (No. 22 of 1992)
- The Local Authorities Act, 1992 (No. 23 of 1992)
- The Traditional Authorities Act, 1995 (No. 17 of 1995)

The enactment of the above legislation all aimed at one thing, namely instituting the introduction and implementation of Decentralization in the country.

1.7 The hallmark in the development of the Decentralization Policy in the country is the formulation of the Policy with clear set objectives and implementation strategies/modalities. Cabinet approved the Policy in 1996, and National Assembly adopted it as a National Policy in 1997. The effective date for kick-starting the implementation of the Policy is 1st April 1998.

1.8 One of the key elements of the Decentralization Policy is that Decentralization in the country may go through various other interim stages. The ultimate aim of the policy however, is to devolve agreed responsibilities, functions and resources capacity to regional and local governments within the framework of a unitary state based on national ideas and values.

DECENTRALIZATION: THE POLICY

2.1 The political leadership in Namibia has chosen the path of Decentralization to enhance and guarantee democratic participation of people at lower/grass-root levels in order to achieve sustainable democratic development. The vision of the political leadership in Namibia is that Decentralization is an instrument the state can use to bring about democratic participation to people at lower levels of government. The theme of the Decentralization Policy in Namibia is therefore "Decentralization, Development and Democracy."

2.2 Decentralization Policy in Namibia, which targets both regional councils and local authorities, is unique in its own rights. Its uniqueness is reflected in the following aspects:

2.2.1. CONCEPTION

The introduction of the Decentralization Policy in Namibia is a home grown idea not dictated to the country by any foreign power, institution or agency. As pointed out earlier, the vision for the Decentralization Policy in Namibia was expressed as early as 1989 by the now ruling party, the South West Africa People's Organization (SWAPO) party in its election manifesto of 1989.

In fact SWAPO's tradition of promoting and practising democratic self governance started way back during the peoples struggle in the refugee settlements where the people were allowed to freely run their own affairs.

Namibia's vision is to effect the implementation of Decentralization within the overall national goal of striving to achieve national reconciliation and to foster peace, unity

and a common loyalty to a single state. While functions, powers, responsibilities and financial resources are to be devolved to regional and local authority councils, the bottom line is that Namibia shall remain a sovereign, secular, democratic and unitary state founded upon the principles of democracy, the rule of law and justice for all. This vision is in line with the provisions of the Constitution.

2.2.2 CONTENT AND IMPLEMENTATION

The Policy of Decentralization in the context of Namibia is aimed at devolution but within the framework of a unitary state. Its implementation is to be phased in systematically. Functions to be decentralized are categorized into immediate, medium or long term; by being decentralized to either regional councils or local authorities and where the latter are differentiated between part 1 and 2 municipalities; towns; proclaimed villages and settlements. The functions to be decentralized are as in Appendix 1.

At the institutional level the Ministry of Regional, Local Government and Housing (MRLGH) is the Central Government institution responsible for spear heading the implementation process. A Task Force to kick-start implementation has been established and Focal Point Officers appointed in line ministries to be responsible for co-ordination of Decentralization implementation in their respective ministries.

2.3 OBJECTIVES OF THE DECENTRALIZATION POLICY

Decentralization in Namibia aims to ensure economic, cultural and social-economic development; provide people at the grass-root

level the opportunity to participate in their own decision making and extend democracy to them as right based on national ideas and value.

Decentralization in Namibia is therefore designed to achieve the following objectives:

- To extend, enhance and guarantee participatory democracy.
- To ensure, and safeguard rapid sustainable development.
- To transfer power to the regional councils and local authorities based on national ideas and values.
- To improve capacity of regional and local government councils to plan, implement, manage and monitor delivery of services for their constituents.

In a nutshell, Decentralization seeks to transfer political, administrative, legislative, financial and planning authority from the center to regional and local authority councils. It strives to promote participatory democracy, empower the local population to make their own decisions and determine their own destiny. It also aims at improving public sector management so that in the long run there is close linkage between taxes paid by the people and the quality of services provided. The local people shall be able to hold both their appointed and elected leaders accountable.

2.4 KEY ELEMENTS OF THE DECENTRALIZATION POLICY

The key elements of the Decentralization Policy in Namibia are:

- Decentralization in Namibia while it may go through various other interim stages, ultimately aims to devolve agreed responsibilities, functions, and resources capacity within the framework of a unitary state based on national ideas and value.
- It has of necessity, and as part of a strategy to be phased in systematically.
 - There will be need for institutional and organizational changes as well as legislative and other rationalisation.
 - For it to be developmental, Decentralization will have to be cost effective.
 - Decentralization is to be carried out in a coordinated manner.
 - Relationship between regional councils and local authorities to be based on the principle of non-subordination. Functional relationship to be based on collaboration and cooperation with regional councils having coordination and residual functional responsibilities of an agent in lieu of Central Government.

3. THE DEVELOPMENT OF THE DECENTRALIZATION POLICY

3.1 The government of Namibia has consciously and consistently taken actions in developing and refining its Decentralization Policy. Wide consultations with all key stakeholders have taken place right from the inception of the Policy in 1989 to-date in a bid to gain their input and consensus in the Decentralization process. Important preparatory activities have been undertaken in readiness for the

implementation process. The hallmarks of consultations and preparatory activities are:

- Approval of the Policy by Cabinet in 1996.
- Adoption of the Policy by National Assembly as a National Policy in 1997.
- Approval of the implementation strategy and work plan by Cabinet in March 1998.

3.2 The sequence of preparatory activities in the development of the Policy are as follows:

- In 1990 the Constitution of the Republic of Namibia was

accepted and adopted as the fundamental law of the sovereign and independent Republic. Chapter 12, Article 102 of the Constitution provides the basis for Decentralization by providing for establishment of regional and local governments.

- In 1992, Parliament in putting into effect the provisions of Article 102 (4), Chapter 12 of the Constitution enacted two key legislation namely:
 - ◆ The Regional Councils Act, 1992 and
 - ◆ The Local Authorities Act, 1992

Both Acts provide for the determination. and establishment of councils; qualifications and elections of councils; management committees of councils; chief executive officers and other officers/employees of the councils; powers, duties, functions, rights and obligations of councils and financial matters in respect of both regional and local authorities councils.

- In 1995, Parliament enacted the Traditional Authorities Act, 1995, which provides for the establishment of traditional authorities; the designation and recognition of traditional leaders; the functions, duties and powers of traditional leaders.
- In June 1996, the Ministry of Regional, Local Government and Housing established a Task Force, under the Chairmanship of the Permanent Secretary with the responsibility for spearheading the Policy process. The Terms of Reference (TOR) of the Task Force included:
 - ◆ Providing conceptual and operational leadership to the Policy review and implementation process.
 - ◆ Development of the Policy and all aspects leading to that.

- ◆ Preparation for the Secretaries and Ministers seminars / meetings/consultations.

- ◆ Development of an implementation strategy for Decentralization including capacity building strategy.

During the remaining part of 1996, the Task Force commenced the Policy review process.

In July 1996, a consultative seminar for regional governors and officers was held for the purpose of gaining consensus in the Policy review process. The objectives of the seminar were among others:

- ◆ To develop a common understanding of Decentralization among regional political and administrative leadership.

- ◆ To ascertain their appreciation of the stage at which the Policy was and what needed to be done either to develop it further or implement it.

- ◆ To use common understanding and assessment to decide what they wanted decentralized to themselves and how this Decentralization should happen and make clear recommendation to government on the way forward.

On 23/08/1996, a seminar for Permanent Secretaries was held with the objective of reviewing the Policy proposal. The seminar assessed and endorsed the Policy proposal as relevant, appropriate and can be implemented and that the roles delineated there in, and the functions to be decentralized, the approach proposed for each function and how these would be synchronized across the country were adequate and realistic.

On 12 September 1996, a seminar for Ministers attended by both Deputy Ministers and Permanent Secretaries was held. The principal objective of the seminar being to familiarize the Ministers with Decentralization Policy and related issues; the Policy process; its objectives in the context of Namibia's democracy and the specific proposal being made; their conceptual and philosophical basis. The seminar adopted the Policy proposals and recommended a speedy presentation to Cabinet.

In 1996, as part of consultations with regional councils, a conference for the Association of Regional Councils in Namibia (ARC) was held country wide in which the draft Policy document was discussed and adopted reflecting the views of the local authorities

In 1996 as part of consultations with local authorities, seminars for local authorities were held during which the draft Policy document on Decentralization was presented, discussed and endorsed.

On 11 December 1996, Cabinet approved the Decentralization Policy and indicated actions that had to be taken in preparation for the implementation process.

In April 1997, focal persons were appointed from the various line ministries to serve as contact points in their ministries with regard to Decentralization implementation.

In April 1997, a workshop for focal persons was held with the objectives of introducing them to the Decentralization Policy in general and their roles as focal persons in the Decentralization process in particular.

In April 1997 a draft action plan for Decentralization was made in which all line ministries were requested to indicate functions to be decentralized from their sectors together with budgetary implications.

In November 1997 in putting into effect the Cabinet decision, the Ministry of Regional, Local Government and Housing recruited a consultant to assist the ministry in the overall implementation of Decentralization Policy.

- In February 1998, a study tour to Uganda and Ghana was undertaken by a delegation from Namibia headed by the Minister of Regional, Local Government and Housing, Hon. Dr Nickey Iyambo. The aim of the study tour was to afford members of the delegation the opportunity to learn from the two countries their experiences under Decentralization, focusing on milestones/challenges encountered by them under Decentralization reform. It is hoped that the experiences and lessons learnt during the study tour would help guide the Decentralization Policy implementation process in Namibia.
- In March 1998, a submission was made to Cabinet for approval detailing out the Decentralization implementation strategy and work plan. Cabinet approved the same with minor amendments.

DECENTRALIZATION IMPLEMENTATION STRATEGY AND WORKPLAN

4.1 IMPLEMENTATION OPTION

- 4.1.1 One of the lessons learnt so far from the time of conception of the Decentralization Policy to date is that the most challenging part of Decentralization reform is implementation. The path from conception, design and

implementation can never be straight. In the context of Namibia therefore and in line with the key elements of the Policy, it has been agreed that the implementation process shall proceed as follows:

- The effective date for kick starting the implementation of Decentralization programme is 1st April 1998.
- Decentralization in Namibia ultimately aims to devolve agreed responsibilities, functions and powers to regional and local levels of government within the framework of a unitary state. However due to the complexity of Decentralization and its implementation requirements, going through various interim stages including delegation shall form part of the implementation of Decentralization program for Namibia. The implementation of Decentralization shall therefore start with/under delegation.

.1.2 In the interim period, functions agreed for immediate devolution shall with effect from 1st April 1998 be delegated to the regional councils and local authorities, which shall act as principal agents. When acting as principal agents, regional councils and local authorities shall do so under the direction of the Centre with the Central Government remaining primarily responsible for Policy and financing the costs of the programs involved.

4.1.3 The regional councils and local authorities in their corporate status shall administer the delegated services as a trust for which they shall be fully accountable. However, the Centre in this case does not hand over its ultimate responsibility. With delegation, there shall be a contractual relationship between the Centre and regional councils and local authorities. This will determine the terms and conditions of

operations between the centre and regional councils and local authorities with the terms and conditions to be determined by the Centre.

4.1.4 The principal agent strategy is being used to allow the regional councils and local authorities to gain a state of preparedness to eventually assume ultimate responsibility for the functions under devolution in the subsequent years. It is also meant to enable the Centre to put in place all the institutional measures for effecting devolution within the one-year interim period.

4.1.5 All the functions listed in the Policy document intended to be decentralized in the intermediate term shall be delegated/devolved by the financial year 2000/2001.

4.2 IMPLICATIONS OF DELEGATION

4.2.1 CENTRE-LOCAL RELATIONS

- For all delegated functions, all matters of operation become the responsibility of the regional councils and local authorities. Line ministries shall have to list all matters of operations in respect of delegated functions for the purpose of guidance on them to regional councils and local authorities.
- Activities of Line ministries shall in the first year concentrate on a teaching/mentoring process. Officials of line ministries will have to regularly go out to the regions and local authorities for quality assurance. This is meant to ensure that regional councils and local authorities learn how to effectively execute the functions entrusted to them under delegation/devolution. At the end of the day one

would have a team of committed doers and not merely knowers in both regional councils and local authorities. Line ministries will receive feedback on the mentoring process, which will be a useful guide for identifying performance gaps in the regional councils and local authorities. Establishment of inspection and quality assurance units in line ministries would be required where they are non-existent for the purpose of effecting the above.

- However under devolution line ministries' activities shall change significantly and be limited to the issuance of Policy, guidelines, the determination and establishment of national standards of service delivery, inspection and support supervision, capacity building, monitoring and

evaluation.

- All communications from ministries and departments at the national level, intended for delegated regional heads of the Central Government ministries, shall be addressed to the regional officer in all cases where it relates to major policy and management issues. Copies of such letters will be forwarded to the governor and regional heads in charge of the relevant directorates, division and units of the councils. Upon receipt of the communication, the regional officer shall draw the attention of the governor to the same for appropriate action.
- In all matters of routine nature however, communication from ministries and department at the national level may be addressed to the directorate, division/unit head and copied to the governor and the regional officer.
- To ensure standards and administrative efficiency at the regional level, government through the respective ministries and agencies shall have to issue regulations, advice and carry out regular inspections of services and Audit Accounts. Technical supervision by ministries is meant to ensure adherence to performance standards in implementation programs as defined by legislation.
- All regional officers will be held accountable for their actions.
 - Each regional officer will compile and submit Quarterly reports to the Ministry of Regional,

Local
Government and Housing with copies to the
Office of
the Prime Minister and relevant sector ministries.

4.2.2 ADMINISTRATIVE MACHINERY

- The Governor of the respective region shall be the political head of the region, the principal agent of the Government and shall chair the Regional Council (RC) deliberations. He/she shall ensure that the regional officer maintains discipline and co-operation among the employees of regional councils and the civil servants in the region and shall ensure the smooth implementation of development programmes and council policies.
- Regional offices are to be manned by regional officers at a rank to be determined and agreed upon by the Prime Minister's office, Ministry of Regional, Local Government and Housing and Public Service Commission. The regional officer shall be the Chairperson of the Regional Development Co-ordinating Committee (In the Policy Document on Decentralization the Regional Development Co-ordinating Committee is referred to as the Regional Development Committee).
- Field directorates, divisions and units of line ministries (delegated) shall be seconded to regional councils. The regional officials of the delegated functions shall be placed under the overall charge and supervision of the regional officers. The Secretary to the Cabinet should issue a circular requiring Permanent Secretaries of line ministries to second their field departments to the regional councils and to place their regional officials under the overall charge and supervision of the regional officers.

Regional Development Co-ordinating Committees are to be established in every region for the purpose of effective regional development planning and co-ordination. The

Permanent Secretary of the MRLGH is to issue a circular to all governors and regional officers streamlining the

operation of the Regional Development Co-ordinating Committees under the interim period of delegation.

- For the purpose of annual planning only, two members from each recognized traditional authority in the region shall among others be members of the Regional Development Co-ordinating Committee. Regional Officers to take note of this when constituting the Regional Development Coordinating Committees (RDCCs).
- A Local Authority Development Committee (LADC) shall be established in every local authority for the purpose of effective co-ordination of the planning and development of the local authority. The committee shall consist of not less than 5 and not more than 17 members in the case of a municipality and / or town and not less than 3 and more than 15 members in the case of a village council.
- A Constituency Development Committee is to be established in every region for the purpose of effective co-ordination of planning and the development of the region at the constituency level. The committee shall consist of not less than seven (7) and not more than seventeen (17) members including two (2) traditional headmen of that constituency. The terms of reference for Regional Development Co-ordinating Committees, Local Authority Development Committees and Constituency Development Committees are as in Appendix II.

- For planning and development purposes, one (1) or two (2) constituency councillor's in a municipality/town must be ex-officio members of the local authority development committee. The same person/s should attend local authority councils' monthly meetings.
- Between one (1) to two (2) members of a local authority council must attend the monthly regional council meetings.
- For purpose of annual planning, every local authority shall designate one of its members to attend the Regional Development Co-ordinating Committee meetings. The Town Clerks of the towns in the region shall attend the Regional Development Co-ordinating Committee Planning meetings.
- A Village Development Committee (VDC) shall be established in every village for the purpose of effective coordination of the planning and development of the village. The committee shall consist of not less than 3 and not more than 15 members. The terms of reference for the village Development Committee are as in Appen-dix II.
- A Settlement Committee (SC) shall be established in every settlement area for the purpose of effective co-ordination of the administration and development of the settlement.

The officer in charge of the settlement shall be the chairperson of the Settlement Committee. The terms of reference for the Settlement Committee are as in Appendix II.

- A Ward Development Committee (WDC) shall be established in every ward of a local authority area for the purpose of effective coordination of the planning and development of the wards. The committee shall consist of not less than 5 and not more than 9 members (Appendix II.)
- For avoidance of doubt the day to day running of the business of a regional or a local authority council shall be the responsibility of the respective council to be exercised through the political head and chief executive officer of the concerned council. The affairs of a settlement area shall be managed by the officer in charge of the settlement.

Senior professional officers should be posted from line ministries headquarters to regions where they are lacking after necessary arrangements have been made.

Directorates, division and units of Central Government operating at the regional level, and delegated shall under devolution become the constituent units of the regional councils. Consequently, upon the expected shift of workload to the regions, central line ministries shall be core Policy makers, provide standards of service delivery, planners and/or inspectors and provide capacity building including training and carry out monitoring and evaluation. All Government personnel serving in the above

directorates, divisions and units shall become regional government employees but under the same Public Service rules and regulations.

The terms and conditions of service of regional and local government staff shall conform with those prescribed by the Public Service Commission for the establishment and management of the Public Service generally.

There shall be established for each region, a Recruitment and Disciplinary Committee (RDC) consisting of at least three (3) and not more than five (5) appointed officials of the council and three councilors from other regions for the purpose of handling matters relating to the recruitment and discipline of the staff in the region. The Regional Officer shall be the chairperson of the Recruitment and Disciplinary Committee.

Where a regional officer, a head of directorate, division or a cadre of a specialized discipline is to be recruited (e. g. Health, Education, Agriculture, etc.) by a regional council, the relevant line ministry shall be required to send a representative to advise and guide the Recruitment and Disciplinary Committee.

Any aggrieved staff member of a regional council shall make an appeal to the national Public Service Commission. The ruling of the Recruitment and Disciplinary Committee shall however remain valid until the Public Service Commission has ruled on the matter. The ruling of the Public Service Commission on appeal shall be final.

An assessment of the optimum staff establishment required for a region to function effectively shall be undertaken by the MRLGH in close collaboration with the Office of the Prime Minister and Public Service Commission.

Regional councils and local authorities shall operate "cash limited" payrolls. While the Centre shall be responsible for paying salaries for delegated staff, salary payments for any additional staff recruited by a regional council shall be the responsibility of that regional council.

Traditional leaders and the Council of Traditional Leaders shall in accordance with the provisions of the constitution and the Traditional Authorities Act, 1995 give support to the Policy of Decentralization and its implementation in their respective areas of jurisdiction and shall -

- For the purpose of annual planning only participate in the Regional Development Coordinating Committee meetings.
- At the Constituency level be members of the

Constituency Development Committees.

- Identify and assess community needs/problems to be considered by the Constituency Development Committees for both constituency development proposals/plans.
- Be members of Boards and Committees established in their areas of Jurisdiction by sectoral ministries as provided for in the law establishing such Boards and Committees (e.g.. Land Board)
- Collaborate and work in partnership with Regional Councils, Local Authorities and other government agencies in their areas.
- Discuss and resolve issues of mutual concern and problems identified at that level.
- Carry out other functions which may be imposed by law or incidental to the above.

4.2.3 FINANCE

- Under delegation, the Centre shall continue to provide the funds for the delegated functions, both recurrent and development funds. The funds will be administered in the regions.
- Regional officers are to be the Chief Executive Officers and the Accounting Officers of the regions. The regional officers and not Permanent Secretaries of line ministries shall be responsible for funds transferred from the Centre

for delegated functions. They will also supervise and coordinate the activities of all seconded officers.

- Funds for delegated functions will be transferred under the vote system and these would include sector funds as well as salaries for delegated staff. The Ministry of Finance will be the accountability centre for delegated funds. However the governor is to have an oversight function in relation to how the funds are utilized. This in effect means that the governor shall be availed copies of the workplan for every sectoral department of a ministry in the region together with a copy of the accountability document.

The votes would be specified in programs, e.g.

- Teachers Salaries,
- Basic Education
- Primary Health Care
- Community Development
- Project funds, etc.

The specification means that one has to stick to the programs as specified within the votes. However the distribution by programs will vary from region to region depending on how the funds for a line ministry were budgeted. Technical details will be worked out with Ministry of Finance.

- Under devolution funds shall have to follow functions. Technical details regarding the modality of financial transfers under devolution to be worked out and agreed upon with the Ministry of Finance.
- It is expected that in the long run money to pay the salaries of staff of regional councils and local authorities shall be realized through taxes and other levy which the regional councils and local authorities are allowed to levy. Their

resources shall be augmented by subsidy from central government as and when deemed necessary.

- All the regional councils and local authorities will be in control of their capital budget, save in situations where there are agreed subsidies for a particular project by Government.
- During each financial year capital projects with a life span of between one month to two (2) years shall be budgeted for by the Centre and the funds will be deposited in the Trust Fund for Regional Development and Equity Provisions where it can be accessed by the respective region. Any capital project with a life span from two years and above shall be the responsibility of the National Government, unless otherwise stated.
- The Minister of Regional, Local Government and Housing in consultation with the Minister of Finance shall make financial regulations prescribing the manner in which the financial business of the regional councils and local authorities shall be controlled and managed.
- Oversight/watchdog institutions for financial management in regional and local authority councils shall have to be constituted by the local and national legislators.

4.2.4 INTER GOVERNMENTAL RELATIONS

- Under delegation the Centre shall retain the ultimate responsibility for the delegated functions while the regional

councils and local authorities shall be responsible for all operational matters.,

- The MRLGH shall be responsible for the overall co-ordination of the Decentralization process.
- The Centre is accountable for the delegated funds.

4.2.5 CENTRAL IMPLEMENTING ORGANS

- Decentralization Policy Implementation Committee (DPIC) is to be established under the chairperson of the Secretary to Cabinet. The committee shall consist of Permanent Secretaries of MRLGH, National Planning Commission, Ministry of Justice, Ministry of Finance, Ministry of Basic Education and Culture, Ministry of Health and Social Services, Ministry of Agriculture, Water and Rural Development, Ministry of Lands, Resettlement and Rehabilitation, and the Ministry of Trade and Industry. Other line ministries can be co-opted as and when deemed appropriate. The committee shall at agreed periodic intervals review implementation progress and give policy guidance and back up to the implementation process.
- The Directorate of Decentralization is to be established in the Ministry of Regional, Local Government and Housing. Key staff of the Directorate shall have to be appointed under the various divisions of the Directorate.
- Basic office equipment, computers, typewriters, vehicles and furniture will be provided to make the directorate operational.

- Task Forces under the Chairmanship of MRLGH is to be established in conjunction with relevant ministries and institutions to tackle implementation issues, which are peculiar to specific sectors/services.
- The Decentralization program shall be officially launched on 30 March 1998.
- A Donor Conference shall be held as soon as the report on the Regional Development Plans Study and project proposals are presented to the Government.

4.3 ACTIVITIES AND ACTIONS THAT MUST BE TAKEN TO BRING INTO EFFECT THE POLICY DECISIONS RELATING TO DECENTRALIZATION

4.3.1 ISSUANCE OF CABINET CIRCULAR AND STANDING INSTRUCTIONS ON DELEGATION/DEVOLUTION

For the purpose of kick starting decentralization implementation under delegation, there must be issuance of administrative directives which would provide the basis for delegation/devolution. This could mean issuing of a Cabinet circular and standing instructions regarding delegation/devolution.

In either option of delegation or devolution there must be a clear definition of the relationship between the Centre (the delegate) and the regional councils and local authorities (principal agents), stating the obligations and rights of either party, sanctions, modality and implications for the recall of functions, etc.

The Regulations for delegation/devolution is necessary as proceeding administratively can only work in a situation of goodwill between the Centre and the regional and local authorities councils.

4.3.2 ADMINISTRATIVE ACTIONS/MEASURES

- ◆ Cabinet approval/endorsement of the Decentralization implementation strategy.

- ◆ The Issuance of a circular by the Office of the Prime Minister to all line ministries, which elaborates and details

all implementation arrangements under the Decentralization implementation strategy.

◆ The Issuance of a circular by the Office of the Minister of Regional, Local Government and Housing to all regional councils and local authorities, which elaborates and details all implementation arrangements under the Decentralization implementation strategy.

◆ The creation of 13 regional budgets in the context of the decentralized national budget under which delegated/devolved funds would be reflected for each delegated/devolved sector. For example, the budget for each region would have specified programmes for:

- Teachers Salaries
- Primary Health Care
- Community Development
- Rural Water Supply
- Project Funds and etc.

◆ The Ministry of Regional, Local Government and Housing is to issue a circular to all regions on the establishment of Regional Development Co-ordinating Committees, Villages Development Committees and Local Authorities Development Committees and detailing their modalities of operations.

◆ The Establishment of Decentralization Policy Implementation Committee.

◆ The Ministry of Regional, Local Government and Housing is to issue a circular to all regional councils on the

establishment of Constituency Development Committees and Settlement Committees (SC) and their modalities of operation.

- ◆ The Ministry of Regional, Local Government and Housing is to issue a circular to all regional officers on the establishment of the Recruitment and Disciplinary Committees.
- ◆ The Establishment of the Directorate of Decentralization following the restructuring of the Ministry of Regional, Local Government and Housing, and equipping the Directorate to enable it start operating.
- ◆ The Establishment of task forces under the chairmanship of MRLGH.
- ◆ The official launching of the Decentralization programme.

4.4 IMPLEMENTATION WORKPLAN

Actions to be undertaken during the first year of Decentralization (1998/99) in effecting the Decentralization implementation strategy, include but are not limited to the following:

DECENTRALIZATION POLICY IMPLEMENTATION WORK-PLAN

A. ACTIVITIES TO BE CARRIED OUT DURING THE 1st YEAR (1998)

ACTIVITY	RESPONSIBLE MINISTRY/OFFICES, PERSONS/AGENCIES	RESOURCE REQUIREMENT	TIME FRAME	COMMENTS/ ASSUMPTION
1. Decentralization process launched	MRLGH, OP		30 March 1998	Documentation to be prepared for the same.
2. Issuance of Cabinet circular and standing instruction for delegation/devolution to Ministries	Office of the Prime Minister		Before end of March 1998	Subject to the approval by Cabinet of the Decentralization implementation strategy. •
3. Establishment of Task Forces Under	MRLGH		March, 1998	These are to be Specialized Task

ACTIVITY	RESPONSIBLE PERSONS/AGENCIES	RESOURCE FRAME-MENT	TIME ASSUMP-TION	COMMENTS/
the Chair of MRLGH				Outcome required for determining modality
Carry out resources endowment Study of Regions	MRLGH, NPC	Local donor funding required	and Fund- ing required	June, for Intergovern- 1998 mental Transfers 4 weeks at most with effect from third week of
Assess and determine the ideal staff Establishment and capacities for regional councils and local authorities under Decentrali- zation	MRLGH, OPM, PSC	Short term Consultancy required		Consultant ap- pointed and due to commence operation
Issuance of circular to all Regional and Local Authorities Councils detailing implementation strategy under delegation.	MRLGH			Beginning of May 1998 Can only be done if no. 1. Above is completed.
Establishment of Decentralization Policy Implementa- tion Committee at the Permanent Secretary level.	Office of the Prime Minister.			In May 1998
Formalization and reorientation of focal persons	MRLGH, all Ministeries.			This is a key in- stitution for co- ordination Decentralization implementation
Follow up circular to all Regional Coun- cils, on establish- ment of Regional Development Co- ordinating Commit- tee	MRLGH			April 1998 This is necessar- y for facilita- ting implemen- tation
Forces, Capacity building	e.g. on build- ing			Latest by April 1998

	Requested Ministries to ap- point members to the commit- tee; composi-		tions and function of the committee to be streamlined
10.	Circular to all Regional Councils on establishment of	MRLGH	Latest by Once establi- 30/04/98 shed induction and sensitization

ACTIVITY	RESPONSIBLE MINISTRY/OFFICES, PERSONS/AGENCIES	RESOURCE REQUIRE- MENT	TIME FRAME	COMMENTS/ ASSUMP- TION
Constituency Co-ordinating Committee.				to follow.
10. Circular to all Regional Councils on establishment of Constituency Co-ordinating Committee.	MRLGH		Latest by 30/04/98	Once established induction and sensitization to follow.
11. Assignment of key skeleton staff to start preparatory work for the Directorate of Decentralization.	MRLGH	For the start there is need for capacity building specialist and finance officer/Administrator etc.	April - May, 1998	The Directorate should start shortly after the launching of Decentralization implementation.
12. Restructuring of MRLGH	OPM, MRLGH and PSC	Consultancy required for the same.	April - June, 1998	Restructuring should take account of the overall government Public Service reform.
13. Technical details of salaries and other recurrent budget transfers for delegated/devolved functions worked out by respective line ministries and agreed on with Ministry of Finance.	Line Ministries and MOF		Latest by June, 1998	It is prerequisite for funds for delegated functions.
14. Mentoring of Regional Councils and Local Authorities under delegation/devolved.	MRLGH and all Ministries with delegated/devolved function	Funds for regular field trips	April - December 1998	This is crucial for enhancing the competence of regional councils and local authorities.
15. Preparation for capacity building and training.	MRLGH, OPM, PSC, NPS, CPST	Local and donor funding required	February - December 1998	Initiatives already started.
16. Incentive packages worked out for officers to be trained under Decentralization.	MRLGH, OPM, PSC	Central Government funding.	April - December 1998	Schemes to be agreed on with OPM, PSC.

ACTIVITY	RESPONSIBLE MINISTRY/OFFICES, PERSONS/AGENCIES	RESOURCE REQUIRE- MENT	TIME FRAME	COMMENTS/ ASSUMP- : TION
17. Support for creation of new local authorities	MRLGH, ALAN	Local and donor funds	On going	It is expected that with Decentralization there is likely to be demand for creation of new local authorities.
18. Fund for regional development and equity provision to be created.	MRLGH, NPC, OPM	Local and donor funds	Latest by December 1998	Deed of trust is already working; modality for accessing the fund needs to be determined.
19. Nation wide sensitization on the implementation strategy.	MRLGH, OPM, MOI, NPC, MEDIA	Local and donor funding required.	Before and after launching	This proceed soon after launching and after Cabinet has endorsed the strategy.
20 Donor conference Organization	MRLGH, NPC	Local and donor funding required.	March 1999	This can only be upon receipt of the Regional Development plan study.

5 IMPLEMENTATION CHALLENGES

Decentralization reform is a complex undertaking requiring a lot of patience and caution. As noted earlier the road from conception to implementation is never straight. There are challenges which must be met in the implementation process. In this context government calls upon all the stakeholders involved in the reform process to rise up to the challenges of implementation. Special attention shall be required in the following areas:

5.1 CONTINUED COMMITMENT OF CENTRAL GOVERNMENT TO DEVOLVE POWERS TO REGIONAL COUNCILS AND LOCAL AUTHORITIES.

To sustain the tempo of decentralization and ensure success in its implementation, government shall continue to provide political commitments and support to the reform process including capacity building and training. In this regard central government ministries are specially urged to effectively play the roles expected of them under decentralization.

The commitment and support of central government should be reciprocated by the regional councils and local authorities as principal beneficiaries of the reform process through embracing decentralization in spite of their inadequacies.

5.2 ACCOUNTABILITY ON THE PART OF REGIONAL COUNCILS AND LOCAL AUTHORITIES.

The successful implementation of decentralization in the country shall only be realized if regional councils and local authorities are able to exercise and demonstrate accountability downwards to their community for the performance of the services and functions for which they are responsible. Regional Councils and Local Authorities should strive to establish and show to the tax payers/local community a clear linkage between taxes/charges paid and services provided so as to be able to get the much needed support and partnership from the local community in the decentralization process. Accountability therefore remains a big challenge to regional councils and local authorities under decentralization.

5.3 PARTICIPATION OF LOCAL COMMUNITY/GENERAL POPULACE

For decentralization to be meaningful it is essential that the local community/general populace who are the principal beneficiaries under the decentralization process do not remain passive actors in the decentralization process. Active and positive participation of the local community/general populace is therefore called for. Under decentralization members of the local community should be able to hold both their elected and appointed leaders accountable for their actions. Instances of abuse and or misuse of office, irregularities in financial management and other vices should be exposed and reported. The local community/general populace should act as watch dogs on the performance of regional councils and local authorities. The centre on its part shall strive to empower the local community to function as powerful oversight institutions.

5.4 INVOLVING WOMEN IN DEVELOPMENT/EMPOWERMENT

One of the key aspects of decentralization is bringing power to the people. The bringing of power to the people however shall not be completed unless the reform elements address the issue of gender balance and fair representation of the marginalized group including the recognition of the role of women in society.

As regional councils are the planning authorities in their respective regions deliberate efforts shall have to be made to facilitate gender responsive planning and strengthening the position of women in society by the regional and local governments. This should be done through building a strong women element into the development plans of regions. It would require giving due attention and

consideration on women's angle on every new law, always asking questions such as: What is in it for women? Or what will happen to women as a result or how can this be planned so that women can benefit? With lack of trust in men to articulate women's interest, it is advisable to get women representatives in the regional and local governments involved in planning institutions such as the Constituency Development Committees. This is indeed a real challenge to the political and administrative leadership in the regions.

5.5 DECENTRALIZATION AND PARTICIPATION BY NON-FORMAL AND LOW LEVEL INSTITUTIONS

Experience has indicated that indigenous non-formal institutions such as self-help groups, villages assemblies or societies which offer aid in the event of death or clan associations etc. which grow up within the local community structure can provide viable links between central government and lower level of governments, the village communities and donor agencies in the implementation of government programmes. These are mediating institutions which are familiar and are acceptable within the traditional system and can also serve as viable education mechanism for development programmes / projects. In principle it is possible to integrate traditional activities with modern functions in such a way that the former actually support rather than hinder the latter. This pattern of integration can help sustain development where the institutions are present.

It is therefore advisable that the implementation of decentralization policy in the county seriously considers addressing the issue of integrating and harmonizing the indigenous social structures in the regions including traditional authorities with the lower level institutions such as Constituency Development Committees.

5.6 INVOLVEMENT OF THE YOUTH AND PERSONS WITH DISABILITIES

For decentralization to be deep rooted and meaningful in the country, it is imperative that the protection and promotion of fundamental rights of all segments in society including the rights of persons with disabilities, the youth and all marginalized groups are given due attention by regional and local governments.

Regional and local government should in their development planning take affirmative action in favour of groups marginalized on the basis of age including the youth, the disabled or any other marginalization created by historical occurrences, tradition or custom to ensure that they get a fair share of the decentralization cake.

Persons with disabilities have a right to respect and human dignity and regional councils and local authorities should take appropriate initiatives to ensure that they are given the opportunity to realize their full mental and physical potential for disability is not inability!

The youth of this country are the future leaders of tomorrow. They too have a right to participate in decision making process under decentralization and their views and interests should be taken into account in the planning for the development of the regions and local authorities.

5.7 DONOR SUPPORT UNDER DECENTRALIZATION.

The inability of government to wholly finance the decentralization process is recognized. While determining the pace and direction of the decentralization process shall remain the responsibility of the

government of Namibia, any donor support or assistance to enhance and facilitate the decentralization process and its success would be most welcome. The government is grateful to the United Nations Development Program (UNDP), the United Nations Children's Fund (UNICEF), European Parliamentarians for Africa (AWEPA), and the German Agency for Technical Cooperation (GTZ) for the financial support they have so far given to the Ministry of Regional, Local Government and Housing for the preparation for implementing decentralization programme in the country. The government has further recognized and welcomed the expression of intent to support the decentralization process in the country by the Finnish Government, Namibia Institute for Democracy (NDI), the World Bank (WB), Friedrich Ebert Stiftung (FES), Deutsche Stiftung Fur Internationale Entwicklung (German Foundation for International Development) (DES) and the United Nations Centre for Regional Development (UNCRD).

The Ministry of Regional, Local Government and Housing in its overall mandate to coordinate the decentralization implementation process will offer advice and guidance to donors that may wish to

- support the decentralization process either through the ministry's programmes or to invest directly in regional and local governments in order to ensure that there is consistency and equitable spread of investment initiatives throughout the country.

Regional and Local Governments shall plan and implement lower level development activities and account for the funds. Line ministries retain their role of setting sectoral policies and sectoral national standards. The National Planning Commission and Ministry of Finance shall continue with the central role of guiding the development process, setting macro economic parameters and signing financial commitment on the part of government.

5.8 CONCLUSION

The challenges in translating the country's decentralization aspirations into reality are quite enormous but not insurmountable. With the active involvement and participation of all the stakeholders these challenges shall be overcome.

Namibia as a nation is conscious of the fact that countries vary in nature and complexity and shall therefore learn from the experiences of other countries under decentralization but avoid photocopying their experiences as solutions that work in one country do not necessarily work in another country.

The implementation of decentralization in the country shall be undertaken within the context of a unitary state. Due caution and patience shall be exercised during the implementation process. The implementation of the program in the country shall be carried out in a systematic, scientific and well co-ordinated, manner, so that no formal body or institution are inconvenienced. It will be a continuous process and not a once-off event!

MINISTRY OF REGIONAL, LOCAL
GOVERNMENT AND HOUSING
PRIVATE BAG 13289
WINDHOEK
MARCH, 1998

APPENDIX I

A. FUNCTIONS TO BE DECENTRALIZED TO REGIONAL COUNCILS AND LOCAL AUTHORITIES

When taking into account all the issues regarding direction and pace of Decentralization to the regions, and as a result of extensive consultations with the regional and local authorities, it has been decided that the following functions will be decentralized, within the time frames indicated and to the type of councils as shown below. Technical details will be agreed upon with the individual council.

1. Functions for Immediate Decentralization to Regions

- 1.1 Community Development and Early Childhood Development
- 1.2 Administration of settlement areas
- 1.3 Rural Water Development and Management
- 1.4 Management and control of communal lands
- 1.5 Responsibility over personnel, including paying salaries
- 1.6 Primary health care
- 1.7 Pre-primary education
- 1.8 Conservation
- 1.9 Forest development and management
- 1.10 Physical and economic planning (including capital development projects)

1.11 Emergency management

1.12 Resettlement, rehabilitation and housing

1.13 Agency services to villages and settlements

2. **Functions to be Decentralized in the Intermediate Terms because they need further work, study etc.**

2.1 Regional assets management now under Ministry of Works, Transport and Communication

2.2 Small miners development

2.3 Informal trade licences

2.4 Informal market dues

2.5 Rural electrification

3. **Functions not likely to be Decentralized to Regional Councils in the near future (long-term)**

3.1 All agreed government functions being implemented by line-ministries at regional levels should eventually be decentralized to Regional Councils.

3.2 There will always be those function, which can never be decentralized in a unitary State.

3.3 All those functions, or parts of functions, which in theory can be decentralized, according to the above criteria, but are not listed

above, will continue to be carried out by line-ministries in the foreseeable futures.

- 3.4 For that to happen, line-ministries should be organized so that their representatives have specific regional responsibilities, and regional councils should know what these are and which region(s) they are responsible for.

4. Functions to be Decentralized to Local Authorities

- 4.1 Local authorities in Namibia already carry out certain functions assigned to them by the Local Authorities Act 1992. Which ones they carry out depends on their grading in terms of the above Act.
- 4.2 In general, it is expected that those municipalities with the highest grading, part one, will take on full responsibility in their communities for all the functions defined in terms of the criteria of Decentralization as outlined above. The smaller the local authority, the more direct involvement and support of the state and / or the regional council there will be.
- 4.3 In principle where the relationship between local authorities and Central Government remains a strong one in functional and funding terms, such a relationship could be exercised through regional councils.

5. Functions to be Decentralized immediately or immediate to intermediate terms by level of municipality.

5.1 PART ONE MUNICIPALITIES

- 5.1.1 (a) Traffic control
- (b) Vehicle testing and licensing
- 5.1.2 Community development (e.g. early childhood development)
- 5.1.3 Responsibility and accountability of electricity distribution
- 5.1.4 Responsibility and accountability of water provision

5.1.5 Collection of assessment and taxes

- 5.1.5 Refuse collection fees
- 5.1.6 Non-personal health services
- 5.1.7 Liquor licensing
- 5.1.8 Full responsibility for environment and conservation
- 5.1.9 Business registration

5.1.11 Housing

5.1.12 Primary Health Care

5.1.13 Social Services Schemes (e.g. pensions, orphanage, street Children, disability programmes etc.)

5.1.14 Youth, sport and recreational activities

5.1.15 Libraries

5.1.16 Control or aerodromes

5.2 PART TWO MUNICIPALITIES

5.2.1 Full responsibility for environment and conservation

5.2.2 Housing

5.2.3 Responsibility and accountability for electricity distribution

5.2.4 Water service collection fees

5.2.5 Refuse service collection fees

5.2.7 (a) Traffic control

(b) Vehicle testing and licensing

5.2.8 Primary health care

5.2.9 Social services (e.g. pensions, orphanage, street children, disability programmes etc.)

5.2.10 Community development (e.g. early childhood development.)

5.2.11 Youth, sport and recreational activities

5.2.12 Non-personal health services

5.2.13 Libraries

5.2.14 Liquor licensing

5.2.15 Business registration

5.2.16 Control of aerodromes

5.3 **TOWNS**

5.3.1 (a) Traffic control

(b) Vehicle testing and licensing

5.3.2 Distribution of electricity

5.3.3 Distribution of water

- 5.3.4 Refuse collection fees
- 5.3.5 Control of aerodromes
- 5.3.6 Libraries
- 5.3.7 Budgeting responsibility (with subsidy form Central Government in special cases only).
- 5.3.9 Sport and recreational facilities

5.4 VILLAGES

- 5.4.1 Collection of Grazing fees
- 5.4.2 Recreational facilities
- 5.4.3 Control of aerodromes
- 5.4.4 Water services collection fees

Functions to be Decentralization in the Intermediate to Long-term

6.1 PART ONE MUNICIPALITIES

- 6.1.1 Primary education
- 6.1.2 All Primary Health Care
- 6.1.3 Libraries
- 6.1.4 Policing

6.1.5 Informal trade licenses

6.1.7 Street vendors levy

6.2 PART TWO MUNICIPALITIES

- 6.2.1 Policing
- 6.2.2 Museums
- 6.2.3 Tourism, management of tourist resorts
- 6.2.4 Nursery school, school hostels

6.3 TOWNS

- 6.3.1 Market dues
- 6.3.2 Street vender's levy

6.4 VILLAGES

- 6.4.1 Informal trade licenses
- 6.4.2 Market dues
- 6.4.3 Control of small scale mining within the village area
- 6.4.4 Public transport for villagers
- 6.4.5 Tourism management

Functions to be decentralized to Local Authorities in the Long-term

7.1 All agreed government functions being implemented by line-ministries or regional councils at local authorities levels should eventually be decentralized to local authorities.

7.2 There will always be those functions, which can never be decentralized in unitary State or if decentralized, are better carried out at regional that at local authority level.

7.3 All those function, or parts of functions, which in theory can be decentralized, according to the above criteria, but not listed above, will continue to be carried out by line ministries or by regional councils for the foreseeable future.

7.4 For that to happen, line ministries and regional councils should recognize the local authority areas as an entity, exercises responsibility for specific functions. The local authority in question has an interest and right to influence the exercise.

B. FUNCTIONS THAT ARE PERFORMED CURRENTLY BY VARIOUS LOCAL AUTHORITIES, ARE AS FOLLOWS:

1. Trade Account

1.1 Water

1.2 Electricity

1.3 Sewerage

1.4 Refuse

2. Rates and General Account

- 2.1 Assessment rates
- 2.2 Sale of evaluation roles and valuation certificates
- 2.3 Rental of kiosk
- 2.4 Commission on salary deductions
- 2.5 Discount on store payments before certain dates

- 2.6 Interest on investments
- 2.7 Diary lines
- 2.8 Business registration forms
- 2.9 Burial charges
- 2.10 Grave maintenance
- 2.11 Cremation fees
- 2.12 Sale of tickets at swimming pools
- 2.13 Sale of Tender Documents
- 2.14 Building plans and drainage Inspection fee
- 2.15 Rent of expropriate properties
- 2.16 Rent of staff housing
- 2.17 Laboratory test
- 2.18 Rent of food stands
- 2.19 Lease of townlands
- 2.20 Sale of bus ticket

2.21 Fire brigade fees

2.22 Ambulance fees

2.23 Dog license

2.24 Taxi and cartridge license

2.25 Parking meters

2.26 Rent of parking areas

2.27 Lease of community hall

2.28 Rent on building and housing

3.1 PART ONE MUNICIPALITIES

3.1.1 Recurrent Budget

3.1.2 Capital Budget

3.2 PART TWO MUNICIPALITIES

3.2.1 Recurrent Budget

3.2.2 Capital Budget

As it can be seen from sub-heading "B" above, local authorities in this country, have already taken over bulk of functions and there shall be no reason why they can't take over additional responsibility, once the technical responsibility are worked out by Central Government during this financial year.

APPENDIX II

ESTABLISHMENT OF COORDINATING AND DEVELOPMENT COMMITTEES

A. REGIONAL DEVELOPMENT COORDINATING COMMITTEES (RDCCs)

For the purpose of effective regional development planning and coordination there shall be established in every region a Regional Development Coordinating Committee (RDCC).

Composition of Regional Development Coordinating Committees

A Regional Development Coordinating Committee shall consist of -

- (a) The Regional Officer of that region who shall be the Chairperson.
- (b) Heads of Departments of line ministries in that Region.
- (c) For annual planning purpose only, two members from each recognized traditional authority in the region.
- (d) One designated member of each local authority in the region.
- (e) One representative of Non Governmental Organizations (NGOs) and Community Based Organizations (CBOs) operating in the region.

Functions of Regional Development Coordinating Committees

A Regional Development Coordinating Committee (RDCC) shall be responsible for the effective planning and coordination of the development of the region and shall -

- (a) Facilitate the establishment of a sound management information system in the region.
- (b) Prepare and evaluate development proposals / plans for the region for approval by the Regional Council.
- (c) Supervise/oversee, monitor and evaluate the implementation of the development plans as approved by the regional council.
- (d) Discuss, evaluate and monitor implementation of regional projects, which are funded by the central government.
- (e) Offer guidance to the Constituency Development Committees.
- (f) Coordinate the development planning of the region and integrate all the development proposals / plans from the Constituency Development Committees for presentation to the Regional Council.
- (g) Be responsible for monitoring day to day emergency occurrences including natural (e.g. drought) and man made (e.g. wild fire) disasters and take account of the number of people that would be affected by such emergency occurrences.
- (h) Be the secretariat to service the Regional Council for the purpose of Planning and Development.
- (i) Generally monitor the implementation of projects and other activities undertaken by Government, and Local authorities, Non-Governmental Organizations and Community Based Organizations in the region.

- (j) Carry out any other duty as may be authorized by the Regional Council or any law.

B. CONSTITUENCY DEVELOPMENT COMMITTEES (CDCS)

For the effective coordination of the planning and development of the region at the constituency level, there shall be established a Constituency Development Committee (CDC) in every constituency.

Each Constituency Development Committee shall consist of -

- (a) The Chairperson who is also the Constituency Councilor for the area.
- (b) Two members of the recognized traditional authorities (headmen) in that area.
- (c) One representative of Non-Governmental Organizations (N GOs) in the area.
- (d) One representative of Community Based Organizations (CBOs) in the area.
- (e) A representative of government service providers in the area in respect of each sector.
- (f) Three persons with disabilities representing persons with disabilities in the constituency.
- (g) Two youth members representing the youth in the constituency, one of whom shall be a female.
- (h) At least 1/3 of the members of the Constituency Development Committee shall be women and
- (i) The members of the CDC shall elect from amongst themselves a secretary who shall be responsible for recording the proceedings of the committee.

Functions of the Constituency Development Committee

The Constituency Development Committee (CDC) shall be responsible for the effective coordination of the planning and development of the region at the constituency level and shall -

- (a) Facilitate the establishment of a community-based management information system in the area.
- (b) Identify and assess community needs / problems to be considered for both constituency development proposals / plans and capital projects.
- (c) Prepare and evaluate development proposals/plans for the constituency for submission to the regional council.
- (d) Initiate, encourage, support and participate in communities self help projects and mobilize people, material, financial and technical assistance in relation thereto;
- (e) Monitor and evaluate the implementation of the development plans as approved by the regional council and write reports.
- (f) Assist in the maintenance of law, order and security
- (g) Be responsible for monitoring day to day emergency occurrences including natural (e.g. drought) and man made (e.g. wild fire) disasters and take account of the number of people that would be affected by such emergence occurrences.
- (h) Serve as the communication channel between the regional councils and people in the constituency.
- (i) Generally monitor the administration of its area and report to the regional council or local authority.

- (j) Generally coordinate and monitor projects and activities undertaken by government, government agencies, regional councils, local authorities, Non-Governmental Organizations and Community Based Organizations in the area.
- (k) Carry out other functions which may be imposed by law or incidental to the above.

C. LOCAL AUTHORITY DEVELOPMENT COMMITTEES

A Local Authority Development Committee (LADC) shall be established in every local authority for the purpose of effective co-ordination of the planning and development of the local authority. The committee shall consist of not less than 5 members and not more than 17 members in the case of a municipality and / or town and not less than 15 in the case of a village council. 1 or 2 constituency councilors in a municipality / town shall be members of the local authority development committee.

Composition of Local Authority Development Committees

A Local Authority Development Committee shall consist of-

- (a) The Chairperson who is also the Mayor of the local authority. The Village Council Chairperson shall also be the Chairperson of the Village Development Committee.
- (b) 1 or 2 constituency councilors in the area. In the case of the Village Development Committee, the constituency councilor in the area shall be a member.
- (c) One representative of Non-Governmental Organizations (N GOs) in the area.
- (d) One representative of Community Based Organizations (CBOs) in the area.
- (e) Heads of Departments of the local authority council.
- (f) Two youth members representing the youth in the area, one of whom shall be a female.

(g) The Town Clerk who shall also be the Secretary to the Committee

- (h) At least 1/3 of the members of the Local Authority Development Committee shall be women.

Functions of the Local Authority Development Committees.

A Local Authority Development Committee shall be responsible for the effective co-ordination of the planning and development of the local authority area and shall -

- (a) Facilitate the establishment of a community - based management information system in the area.
- (b) Identify and assess community needs / problems to be considered for both local authority development proposals / plans and capital projects.
- (c) Prepare and evaluate development proposals/ plans for the local authority for approval by the councils management committee / council.
- (d) Initiate, encourage, support and participate in communities self-help projects and mobilize people, material, financial and technical assistance in relation thereto;
- (e) Monitor and evaluate implementation of development plans as approved by the local authority council and write reports.
- (f) Discuss, evaluate and monitor implementation of projects for the area which are funded by government.
- (g) Discuss, evaluate and recommend for approval to the management committee of the council investment proposals for the area.

(h) Generally co-ordinate and monitor projects and activities undertaken by Government, Government Agencies, Non-Government Organizations, Community Based Organization and

Investors in the areas.

- (i) Carry out any other duty as may be authorized by the local authority council or any law.

VILLAGE DEVELOPMENT COMMITTEES

A Village Development Committee (VDC) shall be established in every village for the purpose of effective coordination of the planning and development of the village. The committee shall consist of not less than 5 and not more than 15 members.

Composition of the Village Development Committee

A Village Development committee shall consist of-

- (a) The chairperson who is also the chairperson of the village council
- (b) The constituency councilor in the area.
- (c) One member of recognized traditional authorities in the area where applicable.
- (d) One representative of each line ministry in the area where applicable.
- (e) Not more than five members from the community
- (f) The village council secretary who shall also be the secretary to the committee.

Functions of the Village Development Committee.

Functions of the committees shall be -

- (a) Facilitate the establishment of a community - based management information system in the area.
- (b) Identify, assess and evaluate community needs/problems to be considered for development proposals/plans by the village council and Constituency Development Committee.
- (c) To resolve problems identified at that level.
- (d) Monitor and report to the regional council the possibility of the village to develop into a town.
- (e) Initiate, encourage, support and participate in communities self-help projects and mobilize people, material, financial and technical assistance in relation thereto;
- (f) To assist in the maintenance of law and order and security.
- (g) To serve as a communication channel between the regional council and the people in the area.
- (h) To generally monitor the delivery of services within its area and report to the regional council.
- (i) To carry out any function that may be assigned to it by the regional council.
- (j) To carry out any other function which may be imposed by law or incidental to the above.

SETTLEMENT COMMITTEES

A Settlement Committee (SC) shall be established in every settlement area for the purpose of effective coordination of the administration and development of the settlement.

Composition of the Settlement Committee

The Settlement Committee shall consist of -

- (a) The officer in charge of the settlement who shall also be the chairperson of the committee.
- (b) One member of recognized traditional authorities in the area where applicable.
- (c) One representative of each line ministry in the area where applicable.
- (d) Not more than five members from the community.

Functions of the Settlement Committee

The functions of the settlement committee shall be-

- (a) To draw the attention of the Constituency Councilor and / or the Regional Officer to any matter that rouses their concern or interest or relating to the management and administration of the settlement.
- (b) Facilitate the establishment of a community - based management information system in the area.
- (c) To resolve problems identified at that level.
- (d) Identify, assess and evaluate community needs / problems to be considered for development proposals / plans by the regional council.

- (e) Initiate, encourage, support and participate in communities self-help projects and mobilize people, material, financial and technical assistance in relation thereto;
- (f) To assist in the maintenance of law and order and security.
- (g) To serve as a communication channel between the regional constituency and the people in the area.
- (h) To generally monitor the delivery of services within its area and report to the regional constituency.
- (i) To carry out any function that may be assigned to it by the regional constituency.
- (j) To carry out any other function which may be imposed by law or incidental to the above.