

# Successful Models in Capacity Development for Local Self- Governance Towards Urban Renewal and Rural Reconstruction

Concluding Presentation

19 August 2008

# Objectives & Expectations

- Take stock of devolution
- Identify gaps in rural & urban develop. & the capacity for local governance
- Provide recommendations for reform, capacity development, special packages for urban & rural develop. Particularly for marginalized groups
- Identify national & international best practices

# Inaugural Session Highlights: Strong Policy Statement

- Need, importance of LG & reform of system, including constitutional protection, extension to FATA, CDA, cantts
- Workshop to provide inputs to inter-provincial sub-committee for reform
- NCRD, MTRI to be developed as centres of excellence/core of a network
- Provincial institutes to be strengthened; PARD to be transferred to NWFP

# Stock-taking of the System—1

- LGOs of 2001 have given rise to constitutional issues
- There is lack of ownership among the provinces, political parties & the civil service
- The system has created a vacuum in law & order; FATA is a serious problem
- Resource allocation & powers of taxation remain centralized—spirit of devolution not followed

# Stock-taking of the System—2

- Service delivery might have improved in certain sectors but not clear whether to attribute to devolution
- Local development needs coordinated approach but coordination has become weaker
- This + financing & taxation problems make achievement of most of the MDG/MTDF targets highly unlikely

# Inequalities & Deprivation

- Rising poverty & inequality, likely to be exacerbated by high inflation & food crisis
- Extreme gender disparities, violence against women & neglect of large segments of female population, particularly mothers (re MMR)
- Continuing neglect of social sectors
- Continuing rural-urban inequality

# Urban Development—1

- Lack of overall vision & urban development policy
- Inadequate regulatory framework (& inadequately differentiated)
- Weak institutions with no capacity
- Huge backlog of infrastructure & deferred maintenance
- Lack of resources, financial & technical

# Urban Development—2

- In short, cities represent a complete failure in planning (marginalization of the majority, destruction of cultural heritage, decaying infrastructure)
- Alternative approaches available for katchi abadis (eg, OPP) & new arrivals to cities (eg, incremental development), but not mainstreamed; these do not require massive finances

# Rural Development—1

- No rural development policy
- Neglect of rural non-farm sector causing unemployment and migration
- Low level of diversification in agriculture
- Lack of standards, infrastructure & skills undermining competitiveness in international markets
- ICT not being tapped to help rural poor, entrepreneurs, planners, implementers

# Rural Development—2

- RSPs/NGOs specialize in social mobilization & government in SD—roles not understood, scaling up is limited
- LGs see RSPs/NGOs as competitors, particularly in infrastructure development
- Coordination across sectors & between public & private sectors is weak

# Capacity Development—1

- Building capacity of 111 districts + tehsils to match standard requirements (one shoe fits all) of LGOs not realistic
- Extreme dilution of human resources has taken place in the government: almost all functions have suffered as a result
- Leading institutions including NCRD & MTRI have suffered from neglect
- Provincial institutions not adequately supported

# Capacity Development—2

- AHK would ask: What is training based on? Living signposts to the future, or fossilized books, manuals & practices?
- Link between action research & training is missing—even national best practices not emphasized in training or SD standards (does best mean highest or realistic?)
- Even regional best practices not followed in developing a vision for capacity devel.

# The Way Forward—1

- System needs radical not marginal reform; constitutional protection to LG system is essential; elections on party basis & several other changes are required
- LG taxation schedule to be revisited to enhance LG own revenues
- FATA needs special attention
- Capacity constraints suggest that capacity be established at regional level

# The Way Forward—2

- LGs should be developed primarily around social & municipal functions
- Urban & rural development policies needed; scale up complementarity between social mobilization & SD
- A revised regulatory framework aimed at integrated metropolitan urban planning, development & management is needed
- Coordination mechanism must be strengthened at local level

# The Way Forward—3

- NCRD, MTRI to be developed as centres of excellence/core of a network, with international links & assistance
- Provincial institutes to be strengthened; PARD to be transferred to NWFP
- Capacity development including training to be based on action research & best practices