LOCAL AND REGIONAL GOVERNMENT ASSOCIATIONS IN EU PARTNER COUNTRIES: STATE OF PLAY

Dialogue and capacity building of
local and regional authorities
in EU partner countries
in the fields of development
and local governance

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PLATFORMA
The European voice of **Local** and
Regional authorities for development

**Study of Local Authorities Associations of European Union
Partner Countries – Global Report and Regional Reports**

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**PLATFORMA Partners in the Project: Dialogue and capacity building of local and regional authorities
in EU partner countries in the fields of development and local governance**

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1. BACKGROUND[1]

Over the past decade local governments have gained recognition as key actors in development. There is a global consensus on the critical role they play as providers of basic services and as political actors in charge of leading their territories in the national and international framework.

According to this, the EU has significantly strengthened its policy and engagement with local authorities. In May 2013, the European Commission adopted the Communication "Empowering Local Authorities in partner countries for enhanced governance and more effective development outcomes". On the basis of the subsidiarity principle, as the public administration closest to citizens, local authorities hold special institutional responsibilities in enhancing citizens' participation in decision-making, with the objectives of good governance and sustainable development at local level.

In this context, the EU has deployed important mechanisms to strengthen local government's capacities and reinforce their role and legitimacy as key political stakeholders for democracy and stability.

The *Thematic Programme Civil Society Organisations and Local Authorities* for the period 2014-2020 aims at supporting local authorities' contributions to governance and accountability through inclusive policy-making (fighting inequities and promoting qualitative social services, wealth and job creation) and to sustainable territorial development strategies fostering local development and social cohesion.

The programme also focuses on the need to promote enabling environments for local authorities in its legal, regulatory and operational dimensions. In this framework, local authorities associations play an important role by linking local concerns, often caused by global challenges, to regional and international debates.

According to this, the Programme has provided a strong priority to national associations of local authorities with the aim of strengthening their institutional and operational capacities to enhance their contributions to development as instrumental actors. Indeed, the Annual Action Programmes for 2014 and 2015 includes a specific action line devoted to strengthening local authority's networks at regional, EU and global levels.

Through this programme, the EU is providing support to regional and global networks in order to foster their capacities to empower their members (national associations) as key actors of policy-making at national, regional and global levels. Moreover, the EU will look at ways to improve the coordination among associations operating at different levels (national, regional and global), to promote policy dialogue among actors of development and to facilitate the access to funding for local authorities and their association.

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[1] This report has been elaborated by Marga Barcelo Fontanals, an expert contracted by UCLG for the revision and development of a global synthesis of the different regionals reports.

2. OBJECTIVES

The main objective of the study is to provide the state of play of local government associations in EU partner countries, with the purpose to serve as a basis for future policy proposals of EU programs involving local authorities in partner countries.

The study involves the joint effort of several stakeholders, including national and regional associations. The overall idea is to provide an initial baseline of the situation of Local Government Associations in EU partner countries, advancing considerations and conclusions regarding the roles and capacities of LGAs in shaping local development policies.

3. METHODOLOGY

In order to carry out the present study, a 4 steps-based methodology has been used:

1. **Development of a survey template**
   The required information to prepare this report has been gathered through a comprehensive survey (questionnaire) prepared by Plataforma in consultation with UCLG and its Sections.

2. **Data collection**
   Surveys have being addressed to all Local Government Associations (LGA) identified by UCLG sections: Africa, Asia, Eurasia, Latin America, Middle East (MEWA) and the Mediterranean Region. Within this phase, UCLG regional sections have carried out the surveys in target countries, and collected the inputs.

3. **Realization of Regional reports**
   Using data collected by UCLG regional sections, 4 regional experts have developed regional reports, illustrating the main conclusions for each region stemming from data collection and input analysis.

4. **Realization of global report (study)**
   Based on the regional reports collected in the previous phase, a global report addressing main characteristics and common features of interested regions has been developed. A set of Conclusions and recommendations is presented at the end of the present study.

The survey prepared during phase 1, aims to deepen LGAs context by providing 74 questions, addressing 7 key factors defined in order to measure LGA's performance:

1. Strategy development,
2. Governance structures,
3. Board secretariat management,
4. Financial management,
5. Service delivery,
6. Outreach and communications and
7. Human resources management.

The identification of these key factors results from the "Practical approach to assessing LGA performance," and has been developed by VNG International in the framework of *"Benchmark and Logical Framework for ACB"* [2].

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[2] VNG International, Toolkit 2 – *Analysis of the Local Government Association – A. The Performance Benchmark.*

According to VNG's approach, key factors performance is obtained by assigning specific set of indicators, which establish rankings (Likert scale approach: from basic to consolidate) and measure the current stage of development of each surveyed party.

In the framework of the present study, the set of proposed indicators has been adapted to the questions raised in the survey. As a result of the surveys, a relevance analysis has been performed to identify those answers that provide information on each of the 7 key factors identified.

The following table shows factors to assess the LGAs' performance, how they are declined and the relationships among the questions raised in the surveys.

Factors from the VNG's toolkits	Questions from the online survey
Factor 1: Strategy development	
1.1 Strategic planning	Q52(1), Q52(2), Q52(8), Q55, 62
1.2 Strategic monitoring and evaluation systems	Q56
1.3 Strategic management	Q12, Q19, Q52(2), Q52(7), Q52(8), 62
Factor 2: Governance structures	
2.1 Legal status and level of independence	Q7, Q8, Q57
2.2 Tasks and responsibilities of board and staff	Q58
2.3 General assembly	Q52(7), Q59
Factor 3: Board and Secretariat Management	
3.1 Board awareness	Q53(2), Q53(3), Q53(4)
3.2 Election of board members	Q53(1)
3.3 Board meetings	Q60
3.4 Leadership	Q19, Q52(2), Q52(4), Q52(5), Q52(6), Q52(7), Q52(13), Q52(14), Q53(2), Q53(3), Q53(4), Q55, Q58, Q60, Q65, Q70
3.5 Operational management	Q11, Q12, Q54(1), Q54(2), Q54(3), Q54(4), Q56, Q63, Q65
Factor 4: Financial management	
4.1 Revenue from membership fees	Q11, Q61
4.2 Other sources of revenue and financial sustainability	Q12, 52(8), 62
4.3 Financial administration and management	Q11, Q54(1), Q54(2), Q54(3), Q54(4), Q63, Q65
Factor 5: Service delivery	
5.1 Quality of services	Q52(1), Q52(5), Q66, Q74
5.2 Service satisfation	Q52(5), Q56
5.3 Capacity building	Q51(8), Q51(9), Q67
5.4 Strategy	Q52(3), Q68
5.5 Type and character of issues	Q52(3)
5.6 Quality of positions taken	Q52(12), Q69
5.7 Interaction with member local authorities	Q32, Q33, Q34, Q35, Q36, Q37, Q38, Q39, Q40, Q41, Q52(5)
5.8 Interaction with government	Q52(5), Q52(9), Q52(10), Q52(11), Q52(12)

Factor 6: Outreach and communications	
6.1 Strategy for communication	Q52(4), Q52(7), Q52(13), Q70
6.2 Choice of mechanism	Q44, Q45, Q46, Q47, Q48, Q49, Q50, Q52(4), Q52(6)
6.3 Type and character of information disseminated	Q49, Q50
6.4 Direct contact with membership	Q52(5)
6.5 Visibility	Q51(2), Q51(3), Q51(54), Q51(10), Q52(5), Q52(6), Q52(9), Q52(11), Q52(13), Q52(14)
6.6 Character of networking	Q52(7), Q71
6.7 Types of exchange and learning	Q51(1), Q51(2), Q51(3), Q51(4), Q51(5), Q51(6), Q51(7), Q51(8), Q51(9), Q51(10)
Factor 7: Human resource management	
7.1 Staff roles, job descriptions and responsibilities	Q64, Q72
7.2 Staff policies and procedures	Q13, Q14, Q15, Q16, Q17, Q18, Q19, Q20, Q21, Q22, Q23, Q24
7.3 Staff recruitment, motivation and development	Q20, Q21, Q22, Q23, Q24, Q28, Q29, Q30, Q31, Q73
7.4 Performance appraisal	Q25, Q26, Q27, Q64

In order to evaluate the LGAs' performance in each of the established factors, the study makes an assessment of the different levels achieved by the LGAs based on the predetermined "multiple choice" possible answers of the questionnaire (see annex 1). The categorization for each factor embraces 4 levels: basic, developing, performing and consolidate.

The study establishes an illustrative general picture of the state of play of the LGAs through a simplified categorization of the LGAs within the different world regions analyzed. The general category attributed to each LGA is an illustrative projection of the number of factors placed in each level.

Category description:

a) **Basic:** the answers of a majority of factors in the questionnaire (at least 4) are placed in the lowest performance level foreseen in the questionnaire (see annex 1). These LGAs need an intensive support in all areas of performance.

b) **Developing:** the answers of a majority of factors (at least 4) are placed in the developing performance level foreseen in the questionnaire (see annex 1). These LGAs need support in all areas of performance.

c) **Performing:** the answers of a majority of factors (at least 4) are placed in the intermediate performance level foreseen in the questionnaire (see annex 1). These LGAs need support in some areas of performance.

d) **Consolidate:** the answers of a majority of factors (at least 4) are placed in the best level of performance foreseen in the questionnaire (see annex 1). These LGAs need support in some specific areas to improve their performance.

Two key factors have undermined the analytical dimension of the report and the possibility of drawing comprehensive and reliable conclusions. Firstly, the number and quality of the responses received is poor; despite the great effort made by UCLG sections, only around the 49% of national associations have answered. And many of the responses provided are incomplete or present relevant contradictions or incoherencies.

Secondly, it is important to note that the survey has been conceived as a self-evaluation and, therefore, information collected is not 100% reliable. The incapability of some associations to respond to the questionnaire may constitute a general indicator of the technical weakness, lack of staff and capacities that most of them have to face.

Four consultants have been engaged to draft the regional reports. Their conclusions are basically based on the survey although literature and information available in the internet has also been taken into account.

4. STATE OF PLAY OF LOCAL AUTHORITIES ASSOCIATIONS IN WORLD REGIONS

4.1 Analysis of Sub-Saharan Africa Region[3]

In the 1990s decentralization policies emerged in most sub-Saharan African countries as the best approach to managing political change and to limit the risk of civil conflicts in ethnically fragmented nations. In this region, decentralization is perceived as a way to ensure political stability, to improve accountability and responsiveness of local leaders, to increase the efficiency of public policies, and ultimately, to reduce poverty. Most sub-Saharan African countries have implemented decentralization policies as part of their policy reform. In this context, sub-Saharan African constitutions were drawn and adopted, transferring to Local Authorities responsibilities and competences.

The provisions of legislations define that economic resources should also be transferred from national to local governments to enable the local authorities to function by giving LGAs certain autonomy. In most of the sub-Saharan African countries, decentralization was a process to be implemented progressively. In some cases this implied that the transfer of responsibility and resources could not strictly respect prescription of the law.

Local Governments faced enormous challenges such as ineffective transfer of responsibility, inadequate resources to carry out the new responsibilities transferred, lack of skilled human resources. In order to cope with such challenges, local governments needed to advocate towards national governments under a common voice, claiming a review of the conditions i in which the decentralization policies were implemented. The creation of national associations of local authorities emerged, therefore, as strong lever to support the decentralization process.

National associations of regional authorities in sub-Saharan African region play also a role in many countries concerning decentralization even though they are not very active and numerous.

Local Governments Associations now face even more problems than the local governments themselves, in particular a severe lack of adequate resources. As most of the associations depend on membership contributions – which are in most cases difficult to collect – an inadequate and inefficient provision of needed services to members is resulting from such financial shortages.

In sub-Saharan Africa region, out of 39 countries to be surveyed, only 17 associations have answered and completed the questionnaire:

[3] This section is based on the African Report done by Juliet Mekone Sale.

1	National Association of Councils of **Benin** (ANCB)
2	Association of Municipalities of **Burkina Faso** (AMBF)
3	National Association of Municipalities of **Cape Verde** (ANMCV)
4	Union of Towns and Councils of **Côte d'Ivoire** (UVICOCI)
5	**Gambia** Association of Local Governments Authorities (GALGA)
6	National Association of Local Authorities of **Ghana**
7	National Association of Councils of **Guinea**
8	Association nationale des Communes de **Guinée Conakry**
9	Association of Municipalities of **Mali** (AMM)
10	Association of Mayors of **Mauritania** (AMM)
11	Association of Municipalities of **Niger** (AMN)
12	**Rwanda** Association of Local Government Authorities (RALGA)
13	**Senegal** Union of Local Elected Association (UAEL)
14	Association of Local Authorities of **Tanzania** (ALAT)
15	Union of Councils of **Togo** (UCT)
16	**South African** Local Government Association (SALGA)
17	**Uganda** Local Government Association (ULGA)
18	**Botswana** Association of Local Authorities (BALA)[4]
19	**Malawi** Local Government Association (MALA)[5]

General Characteristics of Sub-Saharan African LGAs

All of the countries represented in the regional report are unitary countries. The 50% of LGAs surveyed are governed by public law and all of them – except Uganda Local Government Association – have a national coverage. The membership of the 75% to the surveyed LGA is done on a voluntary basis.

Concerning the strategy development of the associations we could state that most sub-Saharan African local government associations do not follow a strategic plan and the ones who have one, do not include monitoring and evaluation indicators.

In sub-Saharan Africa, central governments do not usually support LGAs through financing. Most local government associations have only one source of revenue, usually proceeding from membership fees. The LGAs face enormous challenges in collecting the memberships due and most of them collect less than 30% of the total membership fees, which makes very difficult to carry out the activities of the association.

In most sub-Saharan African countries, the programs implemented by the associations are either funded by donors, or by decentralized cooperation partners, including sister associations such as AIMF, CLGF, VNG or FCM. The limited budget of the associations only allows delivering some basic services to associates, as most of their financial capacity is needed to cover the operating cost of the association and its secretariat. The global context of the region draws a picture of dependency of the associations on external funding.

Even though a majority of associations have online communication tools (website, access to internet, some even release newsletters, etc.) it is difficult to find associations performing a proper communication strategy.

[4] This association has not filled the survey but will be envisaged in the study through information gathered in Internet.
[5] This association has not filled the survey but will be envisaged in the study through information gathered in Internet.

Excluding some exceptions as South African Local Government Association – SALGA –, in many African associations the number of staff seems to be inadequate to carry out its activities and they also lack the capacity to perform their functions. This has a direct effect on the quality of their performance of the services they provide. As the associations lack of resources to recruit more staff, they are rarely able to recruit highly qualified staff because they cannot pay a competitive salary.

Main Weaknesses Identified in Sub-Saharan African Local Government Associations

Even though the Local Associations in sub-Saharan Africa are quite heterogeneous, the analysis has identified a group of recurrent weaknesses[6], such as:

➜ Lack of Strategic Planning: Most of the associations surveyed express problems in the process of defining its strategy, or direction, and making decisions on allocating its resources to pursue its strategy. Most of them declare not to have a strategic plan and the ones that do have a strategy they normally exclude monitoring and evaluation indicators.

➜ Limited capacity to deliver services to members: only a few surveyed sub-Saharan African associations state to be capable of delivering high quality services to their members such as South African Local Governments Association (SALGA), Gambia Association of Local Governments Authorities (GALGA), and Rwanda Association of Local Government Authorities (RALGA).

➜ Lack of procedures and tools to effectively lobby (or advocate in the interests of their members).

➜ Lack of transparency and accountability: The financial management is also a recurring problem. Most local government associations of sub-Saharan Africa use rudimentary cash accounting systems with incomplete financial records.

  ➜ Inability to collect membership fees: membership fees are the only source of revenue in most local government associations. However, they face enormous challenges in collecting the membership dues.

  ➜ Lack of financial sustainability: as membership fees are the only revenue and LGAs face serious difficulties to collect them, consequently, looking for other sources of funding becomes imperative in order to guarantee financial sustainability.

➜ Lack of a strong independent leadership: most of the times the Chairman (President) of the association are members of a ruling political party. This fact normally drags out any consistent lobby action for the interest of the members. In general terms, LGA in sub-Saharan Africa have no strong leadership and very often the members are not independent.

➜ Weak communication strategy: Most of the associations do not have a formal or planned communication strategy.

➜ Inadequate human resources: In most associations, the number of staff is insufficient to carry out the activities and they also lack the capacity to perform their functions. The association lacks resources to recruit more staff, especially highly qualified staff because they cannot afford to pay the salaries.

➜ Poor internal governance: In most of the associations, division of tasks and responsibilities between the Board and the Secretariat is clear but not fully adhered to. During Board meetings, the Executive Director has a predominant role and this implies that the Board cannot control the performance of the Executive Director.

Although sub-Saharan African associations, excluding SALGA, demonstrate generally a fairly poor performance in their activity, there are some associations that should stand out for its progress on certain issues[7]:

➜ National Association of Municipalities of Cape Verde: The National Association of Municipalities of Cape Verde is quite capable of rending diverse services to the members and handling strategic planning. This association declares to have sufficient competent staff to carry out the activities of the association. These conditions make the association quite influential in representing its members nationally and internationally.

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[6] SALGA is considered an exception and do not share the major part of the mentioned weaknesses.
[7] The special mentioning of the following associations respond to the categorization made in the Annex 2 Table of analysis Africa.

➜ **Association des Municipalités du Burkina Faso (AMBF):** This association is considered exemplary in West Africa when it comes to management and the involvement of the Board members in the association affairs. The AMBF has sufficient staff to carry out the activities of the association and is considered quite influential and with the capacity to represent adequately the members and defend their interest, especially during the Municipal Open Days (considered as one of the main days for lobbying which is annually organized).

➜ **Senegal Union of Local Elected Association – UAEL:** This association makes real efforts to focus on its financial sustainability. Even though it is able to collect only 10% of membership fees, the association manages to have self-generated revenue that brings in at least another 10% of its income. The internal audits are available but the results are not used to improve their performance because of a lack of time, skills and resources. The Senegalese model is also outstanding because it regroups the spheres of subnational governance into one unified and strong national association of local governments.

➜ **South African Local Government Association – SALGA:** This association is considered to be an exception within the sub-Saharan African LGAs panorama, as it looks closer to the LGAs models observed for developed countries. A part of its powerful structure of more than 400 staff it has a great capacity to deliver services to its members: last semester 10.000 people participated in training events organized by SALGA. It also counts with a prepared and numerous technical staff that works with a high degree of motivation. The internal capacity of the associations at financial, human resources and communication management level has brought SALGA to stand on the national and international position as one of the African LGAs capable of advocating and rending better services to its members.

4.2 Analysis of Latin America Region[8]

Latin America does not appear as an homogeneous region, from the point of view of the State organization. Within this framework, Latin America countries can be divided into 3 broad groups:

1. Federal Countries, comprising: Argentina, Brazil, Mexico;
2. Decentralized united countries, comprising: Bolivia, Colombia, Ecuador, Peru, and Uruguay;
3. United countries, comprising: Belize, Chile, Costa Rica, Cuba, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay, Dominican Republic.

In Federal countries, weight and power of provinces and states is bigger, and the roles these entities play are relevant, including the capacity of ruling (legislative power), and the allocation of significant financial budget and resources.

In such countries, weight of local governments is reduced, except In Brazil where these latter's manage significant institutional competences and budget capacity.

Decentralized united countries: during the past years, constitutional reforms in the Andean Region countries (Bolivia, Colombia, Ecuador, and Peru) have led to increasing decentralized organizational schemes. In the Andean countries, the role played by regions and cities has being reinforced, although with some limits and resistances: as a result, more advanced competences have been introduced for regions and cities, and despite the fact that managing resources are still limited, their implication in public expenditure has increased.

Uruguay is included within this group, since this country has performed significant efforts in administrative decentralization, i.e. thanks to the introduction of the *Ley de Descentralización Política y participación ciudadana*. This latter incorporates the creation of municipalities as a 3rd government level below the State and the Departments.

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[8] This section is based on the regional report done by Tornos Abogados Consultores (Barcelona).

United Countries: this group comprises those countries where decentralization of power towards sub-national governments (local, regional ones) has resulted limited, being the central government (and all related centralized structures) the organizational level where most of the competences and resources (financial, legislative, material, human resources) are concentrated.

In most of these countries, de-concentration of State power occurs through the creation of infrastructures which manage specific competences (especially education and health), as well as through the definition of local development policies, managed through the central level.

This latter group includes countries which are trying to evolve through more decentralized organizational levels, transferring power and resources to local territories: Chile and El Salvador as the most relevant cases. On the other hand, there are countries as Venezuela, which, in the past decades has been suffering from radical re-centralization processes.

All Latin American countries (with the exception of Cuba) have associations of municipalities and/or regions which were created with the purpose of advocating for local interests in the national agendas.

LGAs aim to influence the national agenda, promoting the defense of local and regional governments, as well as offering added value services to their associates.

Some LGAs have important resources and influence capacity: these are formally independent from Central Governments, although appear to be highly connected to political parties. It is the case of LGAs in Brazil, Colombia, Ecuador, El Salvador and Chile and, in a lesser degree, Mexico.

Nevertheless, some LGAs look weaker, because:

➜ they tend to be highly politicized, which affects their influence capacity;
➜ they have not enough resources, which usually affects the quality of services offered;
➜ they are highly dependent either on central government resources or, in some cases, on international cooperation programs, which affects their sustainability over time.

It is interesting to note how some of the countries of the Latin American region have more LGAs: it is the case of Mexico – where 4 four LGAs are working (a fifth one associates the States governors) –; Brazil, Bolivia, Colombia, Chile, Peru or Costa Rica, which have two or three of them.

The reasons behind such duplicities can respond to different types of dependencies, including political dependencies (each LGA is liaised to a political party – it is the case of Mexico; government dependencies– it is the case of Peru and ethnic representation – this latter, being the case of AGAAI, in Guatemala.

Such phenomenon could also reveal a certain difficulty for creating fora where local actors can converge to promote a common interest, beyond the space of political parties.

In Latin America region, out of the 28 contacted associations, 16 have answered the survey. That means less than 60%.

1	Asociación de Municipios de **México** (AMMAC)
2	Asociación Nacional de Alcaldes de **México** (ANAM)
3	Asociación de Autoridades Locales de **México** A.C. (AALMAC)
4	Federación Nacional de Municipios de **México** (FNAMM)
5	Asociación de Municipios de **Panamá** (AMUPA)
6	Asociación Nacional de Municipalidades de la **República de Guatemala**
7	Asociación Nacional de Alcaldías e Intendencias de **Costa Rica** (ANAI)
8	Unión Nacional de Gobiernos Locales **(Costa Rica)**
9	The **Belize** Mayors' Association
10	Asociación de Municipalidades de **Bolivia**
11	Asociación de Municipalidades **Ecuatoriana** (AME)
12	Federación **Argentina** de Municipios
13	OPACI **Panamá**
14	Congreso de Intendentes **Uruguay**
15	Asociación de Municipalidades de **Chile**
16	Confederaçao Nacional de Municipios **Brasil** (CNM)

General characteristics of Latin American LGAs

In many Latin American countries, the LGAs play a crucial role in decentralization processes. By and large, in this region, the LGAs have a prominent political profile that allows them to perform their institutional mandate. Nevertheless, there are some cases – excluding powerhouse associations such as AME in Ecuador, FCM in Colombia and CNM and the FNP in Brazil, and more recently FENAMM in Mexico – where they usually show a poorer performance at capacity level.

The political advocacy is most probably the field where Latin American LGAs operate with a higher solvency, legitimacy and recognition. In the majority of countries, LGAs are recognised as valid central government interlocutors as far as local issues and municipal legislation and all the laws with direct effects on local governments are concerned. With this regard, there is a big gap between the incidence capacity of associations with higher resources (human and financial) and the ones that, on the other hand, are operating with significant limitations.

Throughout the surveys, it should be clarified that most of the organizations operate on a national scope and only a minority has enough resources for having an international impact.

According to their regulation, the 50% of the associations are ruled by public law and in a majority of countries, the adherence is not compulsory.

According to the principal objectives, although they are described in different ways, the main goal identified is to protect, strengthen, and enhance the local autonomy, doing all that it entails: interacting with central government, providing services and negotiating competences.

As far as the strategy is concerned, most of the associations have developed a strategic plan in order to achieve their principal goals. However, sometimes there are organizations that do not have these plans, nor business plans; in consequence, for them is much more difficult to meet their objectives. A recurrent situation that we can observe in Latin America region is when the organization designs a strategic plan but they do not establish clear benchmarks in order to monitor and evaluate the extent of accomplishment of the plan.

The surveys also focus on the budgetary and financial capacity. This issue presents substantial differences among the LGAs, thus it is difficult to apply general statements indiscriminately. Some associations, such as CNM Brazil, operate with important budgets provisions, which allow them to have a considerable support in terms of human and economic resources. This fact influences the positioning capacity of an association, its visibility and the quality of the services delivered to their members.

Regarding the control and transparency, most LGAs make real efforts to improve their performance capacity, as they try to elaborate reports and design suitable instruments. However, in some cases, the results are not effectively implemented, showing weaknesses and limitations. The analysis of the surveys reveals an existing gap between the efforts to promote transparency and the establishment of real and effective mechanisms to make this challenge possible. In this sense, whereas all analyzed associations express their will to use tools to guarantee transparency, the analysis does not allow stating that these instruments really guarantee information access or financial accountability beyond the common management reports. Only the AME in Ecuador and the CNM in Brazil seem to be outstanding in this issue.

All the associations try to provide services to their members; however, not all of them are capable of delivering services to support the local authorities that they represent. Some of them are even able to provide quality services as CNM, FCM or AME and more recently FENAMM. It should be emphasized that a majority of Latin America LGAs are able to mobilize and coordinate local authorities around the key issues and agendas and this is a valuable service that has to be taken into account. Nevertheless, many of the surveyed LGAs stated that they should improve their service delivery offering high quality and innovative services to their members.

In spite of having communication tools, such as Facebook, website, twitter and so on, the surveyed associations declare not have a defined, written strategy.

As far as human resources are concerned, a common factor, and probably the cause of most problems, is the lack of technical staff. This is mainly produced by the recruitment system as it is not strictly based on defined criteria such as experience, academic training or a meritocracy. Obviously, this situation has a direct effect on the quality of services and poor strategic planning. However, this problem is not easy to solve because of the lack of resources to recruit more trained personnel. The surveyed LGAs indicate as a recurring problem the unclear distribution of function among the staff and their poor motivation caused principally by their low salaries.

Main weaknesses identified in Latin American local Government Associations

Although some of the weaknesses have already been pointed out, some of them will be held in the following points:

➔ Difficulties in implementing the Strategic Planning: even though most of the associations have a Strategic Planning, the surveys reflected that some of them either do not have one or despite having one do not use it to implement their politics and strategies. That is one of the main problems identified. In most cases, not having a strategic planning or failing in its implementation entails that the associations have a lot more difficulties in pursuing their objectives. Therefore, the lack of strategic planning affects other areas like the capacity to deliver services, the transparency and accountability, the possibilities to achieve financial sustainability or to deal with inadequate human resources.

➔ Weakness to implement transparency measures: most of the LGAs are aware of the need to work for being a transparent and an accountable association, however, many of them fail in setting real tools to implement these measures.

➔ Poor communication strategy: Although a great majority of Latin American LGAs have a great visibility and dialogue capacity with the central government and relevant stakeholders, most of them state not to have a written communication strategy.

➜ **Weak human resources:** another difficulty that most associations pointed out through the surveys is the challenge to have professional employees with good qualifications for their jobs.

➜ **Lack of evaluation and detection of indicators:** because of the lack of strategic planning, many associations are not quite capable of evaluating its implementation and so they do not obtain any indicators that can lead to a conclusion in order to make the organization improve.

Although we can observe a great diversity and heterogeneity in Latin American LGAs, there are some associations that should stand out for their progress on certain issues[9]. It has to be highlighted that a considerable number of LGAs with a remarkable trajectory and high performing skills do not appear in the report because there is no information available.

➜ **Confederaçao Nacional de Municipios de Brasil – CNM:** This is one of the most important associations and the one providing stronger resources at all levels to its members (financial and material). This association comprises of 3196 local governments associated, out of the 3799 existent in the country. The CNM has an important budget of around 12 million US dollars from which 75% come from transfers and around 15% are revenues from the international cooperation. This association has suitable technical and administrative resources to ensure a correct financial management with specific procedures and audit performance. The CNM also stands out for its capacity of mobilization and advocacy. However, it should be noted that another association in Brazil, the Frente Nacional de Prefeitos, that represent big cities, didn't answered the survey but also has important performances.

➜ **Asociación de Municipios de Ecuador – AME:** This association is very strong, with an annual budget of around US 12 million dollars proceeding from transfers from the central government and revenues from their members' fees (90% contribution). AME is a relevant actor in Ecuador capable of delivering high quality services to the local authorities and it is an example for the region.

➜ **Federación Nacional de Municipios de México – FENAMM:** Even though this association presents certain common weaknesses shared with other LGAs in the country such as financial sustainability and staff skills, it is a quite relevant LGA in Mexico. Its capacity to build up cooperation agreements made with the government and to obtain international positioning also derived from the participation in networks such as Facebook, twitter, and the signing of a newsletter is quite remarkable.

4.3 Analysis of Asia Region[10]

Asia is one of the most diverse regions with regards to the local government systems. It ranges from constitutionally empowered structures, legally protected with clearly delineated areas of responsibilities to fragile local structures inserted in centrist regimes.

Taking into account that many countries are still facing transition processes from centralized to democratic systems, most countries in the region recognize local government in their constitutions, and have separate laws for local governments, as well.

In this region we can find countries with different degree of progress. In South East Asia and Philippines – which have developed their sub-national government structures at provincial, municipal and village level – nowadays a proliferation of associations (Leagues) representing different areas of governance can be observed.

Asia region has been divided into two main sub-regions: South East Asia with 5 countries joining the study – Indonesia, Thailand, Cambodia, Vietnam and the Philippines; and South West Asia, including Pakistan, Nepal, Bangladesh, India and Sri Lanka.

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[9] The special mentioning of the following associations responds to the categorization made in the Annex 3 Table of analysis Latin America. They do not constitute a "best practice".
[10] This section is based on the regional report developed by Atik Kumala Dewi, from UCLG-ASPAC.

In this region all 14 associations identified have answered and completed the questionnaire:

1	Federation of **Sri Lanka** Government Association (FSLGA)
2	Municipal Association of **Bangladesh** (MAB)
3	All **India** Institute of Local Self Government (AIILSG)
4	Local Council Association of **Khyber Pakhutnkwa** (ILCA KPK)
5	Local Council Association of **Punjab** (LCAP)
6	Municipal Associations of **Nepal** (MUAN)
7	Association of District Development Committees of **Nepal** (ADDCN)
8	National Association of Capital Province in **Cambodia** (NACPC)
9	National League of Commune Councils/Sangkats **Cambodia** (NLC/S)
10	Association of **Indonesian** Municipalities (APEKSI/AIM)
11	National Municipal League of **Thailand** (NMLT)
12	League of Cities of the **Philippines** (LCP)
13	League of the Municipalities of the **Philippines** (LMP)
14	Association of Cities of **Vietnam** (ACVN)

General characteristics of Asian LGAs

A great majority of the associations are recognized as an independent membership organization adhering to written constitution. They also declare themselves to be an autonomous body from the central government and other organizations through taking independent positions or actions on issues and activities. Only a slight majority of associations are under public law, while almost 50% of them are constituted as NGOs or foundations.

It should be highlighted that most associations in these regions, especially in South East Asia sub-region, are seen and recognized as key actors in development as they are contributing to decentralization.

Concerning the development strategy, the majority of associations have a clear vision and a demand-driven mandate and the majority have strategic and business plans. Sustainability and income generation is an issue that sometimes is not at the core of the activities.

A great majority of ASPAC associations count with a written elaborate strategic plan developed in participatory manner and demonstrates realistic extension of current activities including vision/mission statements, mid-term and long-term objectives, strategies, programmes and financial plans. Only around 30% of the association's financial resource base is diverse with good balance of funding whose clear analysis of % of total budget is funded by members and alternative revenue sources.

Concerning the governance structures, all the local governance associations are legally constituted and a slight majority of legal entities is based on public law, the rest are registered as non-profit entities (or NGO). Analyzing the independence level, a great majority are recognized as an independent membership organization allowing the association to propose constitution.

As far as internal governance is concerned, the majority of associations have a clear definition of board/secretariat's tasks and responsibilities, giving balance of power and have political structures that very often count with a clear structure and competences. The board meets annually.

Internal governance does not seem to be problematic in this region. Most associations state that they have a board of directors that oversee the organization. They are elected in accordance with the statutes. Almost all associations state that they have good communication policy and media strategy.

Nearly all the associations states that they collect membership fees. A minority of associations (only three) state that there is a good balance between LGA's self-financed and donor-funded activities. Only two associations declare that more than 80% of local governments pay their fees. In general terms, all surveyed associations declare that they follow internal audit procedures.

A considerable number of associations (eight) declare to have proposals for new legislation. The quality of the positions taken vary a lot from one association to another: some of them state that they do only ad hoc monitoring and evaluation internally without any defined indicators and procedures. However, there is still a majority of associations saying that they conduct strategic reviews and collect feedback, monitoring and evaluation on periodical basis with clear and updated indicators. Concerning the interaction with member, all of them highlight the good relation with stakeholders.

Although a majority of association surveyed declare to have a good communication strategy (most of them have website, Facebook and access to the Internet), the majority recognize not to have a good use of IT in communicating with local authorities. Printed newsletter is the usual communication means. A great majority states to have a direct contact with their members and maintain a strong dialogue with the government, parliament, NGOs and businesses.

Main Weaknesses Identified of Asian Local Government Associations

As Asia sub-regions have different characteristics, below describes main weaknesses part:

South West Asia

In South West Asia we could state that the performance development of LGAs is slightly weaker than in South East Asia. In the western sub-region we can find different levels varying from very basic into performing stage of development. The internal factors could be identified as in-house challenges, such as awareness and sense of belonging of the board members, inadequate internal management procedure and policy, vague leadership, and also limited resources and capacity of the LGAs. Meanwhile, the external factor is usually coming from political circumstances of the country as well as legitimacy of LGAs.

➜ Some of the associations remain slightly **passive to participate in advocacy efforts** and to propose legislation reforms.
➜ **Lack of independence** when it comes to defining their own capacity building programs as in some cases they are conducted by donors and used exclusively donor's funding.
➜ **Difficulties in collecting the membership fees** which have consequences in its financial sustainability.
➜ **Lack of an effective long term strategic and business plan.**
➜ **Weak awareness of the board** and weak capacities of monitoring and supervising the activities of the association.
➜ **The service delivery** to its members is closely related to the associations' limited human and financial resources.

South East Asia

South East Asian LGAs demonstrate having developed efforts to improve the internal mechanisms of their organizations through well planning and monitoring.

Based on the survey, it can be learned that more than 40% have good performance for strategic planning. That is to say that the LGAs have developed a strategic and a business plan taking into account a sustainability perspective. Furthermore, a slight majority states to also have established a monitoring and evaluation scheme.

However, the quality of the services delivered by LGAs ranges from basic to consolidated as some associations, such as Cambodia, have lower performance in terms of quality of services that can be attributed to the lower development stage of the country.

➜ **Service delivery:** Although a majority of LGAs surveyed are making efforts to manage their resources in a strategic way, the reality is that for a majority of them still faces challenges to provide a wide range of service to its members. We can identify, in general terms, their high dependence on external donors.

➜ **At the human resources level,** there are still some weaknesses e.g. the recruitment procedure of human resources which often is not clear or transparent.

Although Asian associations demonstrate a reasonable performance in their activity, there are associations that should stand out for its progresses and excellence level on certain issues[11]:

➜ **All India Institute of Local Self Government (AIILSG):** this association is strong in strategic planning addressing vision and mission, mid-term and long-term objectives, strategies and programmes and financial planning in a consolidate stage of development. The internal governance element is robust and this association manages to have a good balance between self-financed program and donor-funded projects. AIILSG develops a strong communication strategy and a good performance of service delivery to its members.

➜ **Association of Indonesian Municipalities (APEKSI):** This association has a clear vision and a demand-driven mandate and shows a determined leadership. It has established appropriate procedures and policies such as communication and media, administration, internal audit, accounting and financial management. At a strategic level such as finances, APEKSI demonstrate a good balance of sources from the membership fees and external donors.

➜ League of Cities of the Philippines (LCP): This association has a high level of strategic planning capacities and is able to implement their activities for short and long-term periods. LCP has also a good performance in balancing their revenue between member fees and donors support. Even though LCP has a good financial capacity, however it is still slightly weak in delivering good services to its members.

4.4 Analysis of MEWA Region[12]

One of the principal characteristics of this region is the political instability. Even though countries like Lebanon which promised to promote decentralization, the constant conflicts within the region become a real obstacle for those attempts. On the other hand, the political role of local authorities is remarkable as sometimes the central state is not able to get involved in everyday life politic issues and it is substituted by the municipal action.

Nowadays, the global situation of the region is not very favorable for local authorities and their national associations. It should be taken into account that the region itself is not well decentralized with 7 monarchies, 1 territory occupied, 4 countries where the civil war is going on and local governments have a very limited access to funding.

UCLG-MEWA is constituted by 15 countries where the main associations of local authorities are the Arab Towns Organization (ATO), the Association of Palestinian Local Authorities (APLA), the Bureau Technique des Villes Libanaises (BTVL), the Union of Municipalities of Gaza, the Union of Municipalities of Turkey (UMT). The following associations are the ones that have responded and completed the questionnaire:

1	**Arab** Towns Organization (ATO)
2	Association of **Palestinian** Local Authorities (APLA)
3	Bureau Technique des Villes **Libanaises** (BTVL)
4	**CGLU MEWA**

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[11] The special mentioning of the following associations responds to the categorization made in the Annex 4 Table of analysis Asia.
[12] This section is based on the regional report presented by UCLG-MEWA.

General characteristics of MEWA LGAs

In this region we observe a majority of associations that are not governmental bodies: out of 4 associations, 3 are not governmental and only APLA has a status of semi-governmental bodies.

All associations are recognized at national level and all of them declare themselves as independent from the State.

Concerning the strategy development, 3 LGAs surveyed out of 4 – APPLA, ATO and BTVL – declare to have a written elaborate strategic plan developed in a participatory manner.

APLA, ATO and BTVL have a written elaborate strategic plan developed in participatory manner which demonstrates realistic extension of current activities including vision/mission statements, mid-term and long-term objectives, strategies, programmes and a financial plan. UCLG-MEWA presents also a written multi-year strategic plan developed in a participatory manner describing what LGA does but it is loosely connected to long-term goals and ongoing activities and it is often planned based on unrealistic resource expectations and without membership involvement. To strengthen ownership of its strategic plan by its members and to make it more realistic, UCLG-MEWA established 7 committees which are in charge of determining policies and projects of the organization on specific topics.

The Board and Secretariat management seem to be a quite consolidated issue for MEWA region. All LGAs state to have elected board members that meet regularly and have governing bodies that allow a broad involvement of their members.

Concerning the political leadership, all associations demonstrate advocacy capacities and certain influence in policy making and provide regularly information to their members through circulars, website and/or social media. In general terms, LGAs of the MEWA region are evaluated in a very positive manner and recognized by national government and international community. Legacy of LGAs is mainly their participation in the preparation of new laws on local authorities. Despite advocacy capacities are difficult to evaluate trough the survey, one can note that all LGAs in this region declare to have relations with national governments and are, or have been, in position to propose new legislation.

As far as financial management is concerned, we could state that sustainability is the most problematic issue of the surveyed LGS. In MEWA region, LGAs expressed their concern about financial sustainability due to the difficulties to collect membership fees in a context of political instability. All organizations have monitoring system and provide an annual financial report to their members. UCLG-MEWA publishes financial report every year with detailed information on its expenses. It plans to have an external audit report from EU accredited agency.

The service delivery capacity is a factor which has not been developed through the survey and nor in the regional report. It seems that the capacity of delivering quality services is closely linked to the financial capacities which are in general weak and insufficient.

Concerning the human resources, on one hand, APLA, ATO and BTVL mention that the recruitment of all staff is done purely on merit, professional expertise and experience. Training and development plans take account of personal development plans and each staff member has equal chance of being trained to improve skills and performance. Staff is highly motivated to achieve results and productivity is high. On the other hand, UCLG-MEWA points out that some staff members are recruited on merit while others are not (appointed by member cities). Training tends to be ad hoc and for selected number of staff who takes own initiatives to look for training opportunities. Staff motivation is limited and does not include fringe benefits.

Main Weaknesses Identified in MEWA Local Government Associations

➜ The great **political instability** in the region is the first obstacle to the development of strong LGAs since resources are reduced and the burden on local authorities increase. In addition, the instability implies a high turnover in member cities and in LGAs, in this regard it can also lead to a lack of trust between actors.

➜ **Lack of financial resources and sustainability:** LGAs in the MEWA region suffer from difficulties to collect regular and substantial fees from their members. As a consequence, they cannot hire qualified staff or develop projects and attract more members or convince the current ones to pay their fees. At the same time, this absence of activity affects the credibility of LGAs and weakens their advocacy work.

➜ **Lack of capacity, both financial and human**

➜ **Lack of efficient administrative structure and ownership from the members** put at risk the realization of these organizations which aim to promote the role of local governments.

However, we could identify some practices that could be highlighted for their improvements and progresses[13]. It has to be pinpointed that a considerable number of LGAs with a remarkable trajectory and high performing skills do not appear in the report because there is no information available.

➜ **Bureau Technique des Villes Libanaises:** Despite the political instability of the country and the region and the difficulties in collecting fees from the membership, BTVL has achieved a great visibility at the international level and holds a permanent dialogue with governmental and national key stakeholders. It has also developed skills to generate other revenue sources with its technical and advocacy capacities

4.5 Analysis of South Mediterranean LGAs (Maghreb)

Decentralization in Maghreb region is still a challenge. Some of the new constitutions – Tunisia, Egypt, Morocco- promote the devolution of powers to local authorities. The decentralization process in this region is working but at the same time has to face political challenges, structural institutional weaknesses and many other problems related to the implementation of those policies.

The majority of south basin Mediterranean countries come from authoritarian regimes traditions that have centralized the powers. In this sense we could say that centralized systems are part of the historic heritage in the region.

In almost all countries of the region the basic administrative unit is the urban municipality. These are, in fact, relatively ancient institutions in the Mediterranean as they were introduced by the Ottoman Empire in the 19th century.

Today, all municipal councils are elected by direct universal vote and also the Mayors are elected, except in Egypt. However, the institutionalization of local municipal powers remains fragile and incomplete.

In this region, only a questionnaire from Tunisian cities national association of has been collected, namely the *Fédération Nationale des Villes Tunisiennes* (FNVT). In consequence, the present chapter is not able to identify common characteristics in the region.

This association has a legal status and is foreseen in the new constitution. Its main objective is to promote the decentralization process in the country and to foster the role of local authorities. The association is composed by all Tunisian local authorities as their membership is compulsory.

Collecting membership fees is still a challenge as only 66% of the members pay their contributions which are mostly used to cover operational costs, while donor fund most of the programmes and activities.

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[13] The special mentioning of the following associations responds to the categorization made in the Annex 5 Table of analysis MEWA. They do not constitute a "best practice".

Concerning the communication, the FNVT has no strategy or dissemination tools, such as a Newsletter.

The Tunisian association has working governance structures such as a General Assembly chaired by the Mayor of Tunis and a Secretariat that has a clear definition of tasks and responsibilities.

The FNVT does not have a strategic plan and is quite weak in terms of strategic development and management. It also demonstrates shortage of capacity in monitoring and auditing their activities and finances.

The service delivery has been identified as an aspect to be urgently addressed. The FNVT does not have the capacities to deliver the support services to Tunisian municipalities.

Concerning the partnership, the FNVT maintains a solid link with many European partners willing to contribute to decentralization and reinforcement of local authorities. However, this association declares not to maintain a permanent dialogue with the central government. Taking this into consideration, the FNVT does not have a defined advocacy strategy nor is able to implement isolated advocacy actions with a minimal involvement of membership.

5. REGIONAL LOCAL AUTHORITIES ASSOCIATIONS – A BRIEF WORLDWIDE STATE OF PLAY[14]

As regards to the state of play of LGAs in the world, it is indispensable to refer to the Regional associations as part of the institutional world map on decentralisation.

Regional governments are gradually consolidating as emerging intermediate levels of territorial governance with a growing presence worldwide. However, the regional dimension covers a wide range of institutional forms according to the political tradition of each country, making it difficult to understand properly the whole framework.

According to Michael Keating, "the phenomenon of regionalization presents particular analytical difficulties, since it covers multitude of phenomena, and regions can be defined according to many different criteria. They can be seen as purely geographical, they can be defined according to economic or cultural criteria, or they can be self-identifying, based on a sentiment of common identity"[15].

The scope of the term is wide as it can refer to states (in federal countries), regions, *Comunidades Autónomas*, provinces, departments and many other political and administrative forms.

The degree of regional autonomy, the framework of competences attributed to regions and the structure of their share of public expenditure and revenues, among other crucial factors, differ from country to country. There is a big gap between federal and centralized countries.

On the one hand, federal countries in Europe, America (Latin and North America) and in some parts of Asia Pacific (EG. India, Australia and New Zealand) have devolved powers or transferred competences to states, regions or provinces in highly sensitive fields for citizens as education, health or infrastructures. Therefore, their share of public expenditure is relevant as well as their capacity of generating and managing their own fiscal resources.

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[14] This is an extract of the *Study on national associations of regional authorities in the European Union partner's countries promoted,* requested by FOGAR and developed by Agusti Fernandez de Losada.
[15] Europe and the Regions: past, present and future. ECSA Conference, Seattle, May 1997.

They also have strong human and material resources and a high capacity to advocate vis-à-vis of the federal government in order to champion their own interests.

On the other hand, the situation in centralized countries is completely different. In most cases, regions are a simple form of administrative deconcentration of the central government. Their responsibilities arise from the competences of central governments and focus on the management of certain services. Their political dimension is very restricted. They usually show a lack of appropriate human resources and their fiscal and financial capacities are limited and highly dependent on central government transfers.

In this context, some countries have created associations of regional authorities with the objective of strengthening the capacities of regions to manage their competences with appropriate resources and advocating the promotion of their interest vis-à-vis the central government.

However, excluding the case of federal countries, most associations are considerably weak and their capacities and resources need to be reinforced for them to be able to support regions to fully deploy their responsibilities.

6. CROSS TABULATION DATA – COMPARING THE PERFORMANCE FACTORS OF THE ANALYZED REGIONS

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterranean Region
Factor 1: Strategy development **1.1 Strategic planning** **1.2 Strategic monitoring and evaluation systems** **1.3 Strategic management**	Most of the associations have developed a strategic plan in order to achieve their principal goals. However, sometimes there are organizations that don't have these plans, nor business plans; in consequence, those associations are not able to meet their objectives. A recurrent situation is when the organization designs a strategic plan but they do not establish clear benchmarks in order to monitor and evaluate the extent of accomplishment of the plan.	African LGAs declare not to have a strategic plan and the ones that have one, exclude monitoring and evaluation indicators.	APPLA, ATO and BTVL have a written elaborate strategic plan developed in a participatory manner. Including strategies, programs and financial plan.	A great majority of ASPAC associations count with a written elaborate strategic plan developed in participatory manner and demonstrates realistic extension of current activities including vision/mission statements, mid- and long-term objectives, strategies, programs and financial plan. Only around 30% of associations, which answered the survey stated having a financial resource base diversify, with good balance of funding with clear analysis of % of total budget funded by members and alternative revenue sources. Written financial sustainability strategy is in place, taken into account in strategic and operational planning.	The FNVT does not have a strategic plan and is quite weak in terms of strategic development and management. It also demonstrates lack of capacity of monitoring and auditing their activities and finances.

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterranean Region
Factor 2: Governance structures **2.1 Legal status and level of independence** **2.2 Tasks and responsibilities of board and staff** **2.3 General assembly**	All associations are legally constituted. According to the structure, although all have an Administrative Board and a Secretariat. However in some cases the separation of functions is not clear or is not respected. Therefore there is an overlapping of functions.	All the associations are legally constituted. The practice of democracy to elect a Board is very common in Africa. Most of the Board members are elected into office. In a majority of associations division of tasks and responsibilities between the Board and the Secretariat is clear but not fully adhered to. This implies that the Board cannot always ensure the control of the performance of the Director.	All associations are recognized at national level and also all of them declare themselves independent from the State.	All the local governments associations are legally constituted and a majority are legal entities based on public law, the rest are on private law (NGO). Concerning the independence level a great majority are recognized as an independent membership organization. A majority of associations have a clear definition of board/ secretariat's tasks and responsibilities, giving balance of power and the same happens with the political structures that very often count with a clear structure and competences. They meet annually.	The FNVT is legally constituted.

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterranean Region
Factor 3: Board and Secretariat Management **3.1 Board awareness** **3.2 Election of Board members** **3.3 Board meetings** **3.4 Leadership** **3.5 Operational management**	In most cases the associations state that the Board works properly: overseeing the organization and that is elected in accordance with the statutes. Leadership is another aspect well considered in Latin American LGAs.	All African LGAs have an elected board of members that meet regularly. Many African associations expressed that Board members have a reasonably good working knowledge of main issues and activities.	All the associations have elected board members that meet regularly. All associations demonstrate advocacy capacities and certain influence in policy making and demonstrate to provide information to their members regularly.	A great majority of associations have a board of directors that oversee the organization and they were elected in accordance with the statutes currently in effect. Almost all associations state that they have good communications policy and a good media strategy.	No information provided.

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterra-nean Region
Factor 4: Financial management **4.1 Revenue from membership fees** **4.2 Other sources of revenue and financial sustainability** **4.3 Financial administration and management**	Although financial management is steel a challenge for some Latin American LGAs, we could not state that it is a common problem. There are many strong associations with the capacity to collect fees as FENAMM, CNM in Brazil and AME. However many of the surveyed associations declare that the revenues they collect are usually not sufficient to cover operations and programs.	Most local government associations have only one source of revenue which are the membership fees. The associations face enormous challenges in collecting the membership dues. Most of them collect less that 30 % and this amount cannot cover operations. It becomes almost impossible to carry out the activities of the association. This source of revenue is a challenge to collect as members are not willing to pay their fees. It becomes imperative for the association to look for some other means of revenues apart from the membership dues. This will guarantee some financial sustainability for the association.	Financial sustainability is the most problematic issue of LGAs in the APLA and UCLG-MEWA. LGAs of MEWA region expressed their concern about financial sustainability due to difficulties to collect membership fees in a context of instability.	Almost all associations collect membership fees. A minority of associations (only 3) states that there is a good balance between LGA self-financed and donor-funded activities/program. Only 2 associations declare that more than 80% of local governments pay the fees. In general terms all surveyed associations declares that they follow internal audit procedures.	No information provided.

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterra-nean Region
Factor 5: Service delivery **5.1 Quality of services** **5.2 Service satisfaction** **5.3 Capacity building** **5.4 Strategy** **5.5 Type and character of issues** **5.6 Quality of positions taken** **5.7 Interaction with member local authorities** **5.8 Interaction with government**	All the associations try to provide services to its members; however, many of the surveyed associations declare not being capable of offering high quality services and the few available are not related to the association goals. In the regional report is highlighted that in Latin America region exist many strong LGAs capable to deliver good quality services such as AME; CNM Brazil, FENAMM, amongst others.	A local government association is created to deliver services to its members. Only a few are capable of delivering high quality services to their members such as SALGA. The majority of the associations declare being able to deliver only a few services but not in line with the objectives and goals of the local government association. There are really a few LGAs that declare to conduct this service on regular basis.	No information provided	Although a majority of LGAs surveyed are making efforts to manage their resources in a strategic way, the reality is that for a majority of them still faces challenges to provide a wide range of service to its members. We can identify, in general terms, their high dependence on external donors.	No information provided.

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterranean Region
Factor 6: Outreach and communications **6.1 Strategy for communication** **6.2 Choice of mechanism** **6.3 Type and character of information disseminated** **6.4 Direct contact with membership** **6.5 Visibility** **6.6 Character of networking** **6.7 Types of exchange and learning**	In spite of having communication tools, such as Facebook, website, twitter, the surveyed associations declare not have a defined strategy. However, most Latin American LGAs are considerable powerful in networking and advocacy strategy capable to maintain a strong dialogue with central government and key stakeholders.	Even though a majority of associations have online communication tools (website, access to internet, some give newsletter…) most of the associations do not have a communication strategy. Internal and external information flows are ineffective. It is also a common pattern to have a direct contact with membership. At least a 50% of the associations declare to have a remarkable international visibility through the international platforms, mostly through UCLG Africa.	All associations demonstrate to provide information regularly to their members through circulars, website and social media, however none of the LGAs of the region estimates having a clear communication strategy. All of them are connected to internet and have a website. It is a common pattern to declare to have a direct and fluid contact with the membership and all of the LGAs declare to have a remarkable presence in international and national platforms.	Although almost all association surveyed declare to have a good communication strategy, and most of them have website, facebook and access to internet, the majority recognizes not have a good use of IT in communications with local authorities. Printed newsletter is usual communication mean. A great majority states to have a direct contact with the membership and to maintain a strong dialogue with government, parliament, NGOs and businesses. Concerning the type of networking a considerable number highlights the evidence of active participation, contribution and synergy building with relevant local, regional and international networks. LGA contributes and proactively uses networks to improve chances of achieving its goals and objectives.	No information provided.

FACTORS	Latin America	Africa	MEWA	Asia Pacific	Mediterranean Region
Factor 7: Human ressources management **7.1 Staff roles, job descriptions and responsibilities** **7.2 Staff policies and procedures** **7.3 Staff recruitment, motivation and development** **7.4 Performance appraisal**	A common factor, and probably the cause of most problems, is the lack of technical staff. This is mainly produced by the recruitment system as it is not strictly based on defined criteria such as experience, academic training or a meritocracy. Obviously, this situation has a direct effect on the quality of services and poor strategic planning. However, this problem is not easy to solve because of the lack of resources to recruit more trained staff. There is no available information on performance appraisal.	In most association, the number of staff is insufficient to carry out the activities of the association. They also lack the capacity of performing their functions. This implies that there is a problem with the numbers and the capacity. This has an effect on the quality of work they do. The associations lack resources to recruit more staff. In most cases, LGAs cannot recruit highly qualified staff because they can't pay a competitive salary. Actually, a great majority of the African LGAs surveyed around 75% are the ones that state that the staff is not receiving competent salaries. In most cases, LGAs have a written organization chart and job descriptions but they usually are not kept up to date. Performance appraisal is usually not undertaken at all.	MEWA organizations are small to medium sized (between 8 and 24 persons). The 50% to 80% of the teams are composed of technical experts and high level managerial staff. 3 out of 4 associations recognized that the recruitment of all staff is done purely on merit, professional expertise and experience and only UCLG MEWA recognized that some of the staff not (as appointed by city members). On one hand, APLA, ATO and BTVL mention that the recruitment of all staff is done purely on merit, professional expertise and experience. Training and development plans take account of personal development plans and each staff member has equal chance of being trained to improve skills and performance. Training tends to be ad hoc and for selected number of staff who takes own initiatives to look for training opportunities. Staff motivation is limited and does not include fringe benefits. There is no available information on performance appraisal.	In most of the surveyed associations there is a lack of technical staff and capacities as a consequence of the lack of funds for hiring experts. Normally the LGAs surveyed state to have a technical staff with adequate capacities to perform their work, however many times the staff is considered not sufficient. In most cases LGAs have a written organization chart and job descriptions but they usually are not kept up to date. Performance appraisal is usually not undertaken at all. However, Asian region present the highest percentage of LGAs that state the staff have competent salaries (72%). There is no available information on performance appraisal.	No information provided.

PLATFORMA

7. LGAs WORLD MAPPING

Global picture of the state of the art of LGAs in the world
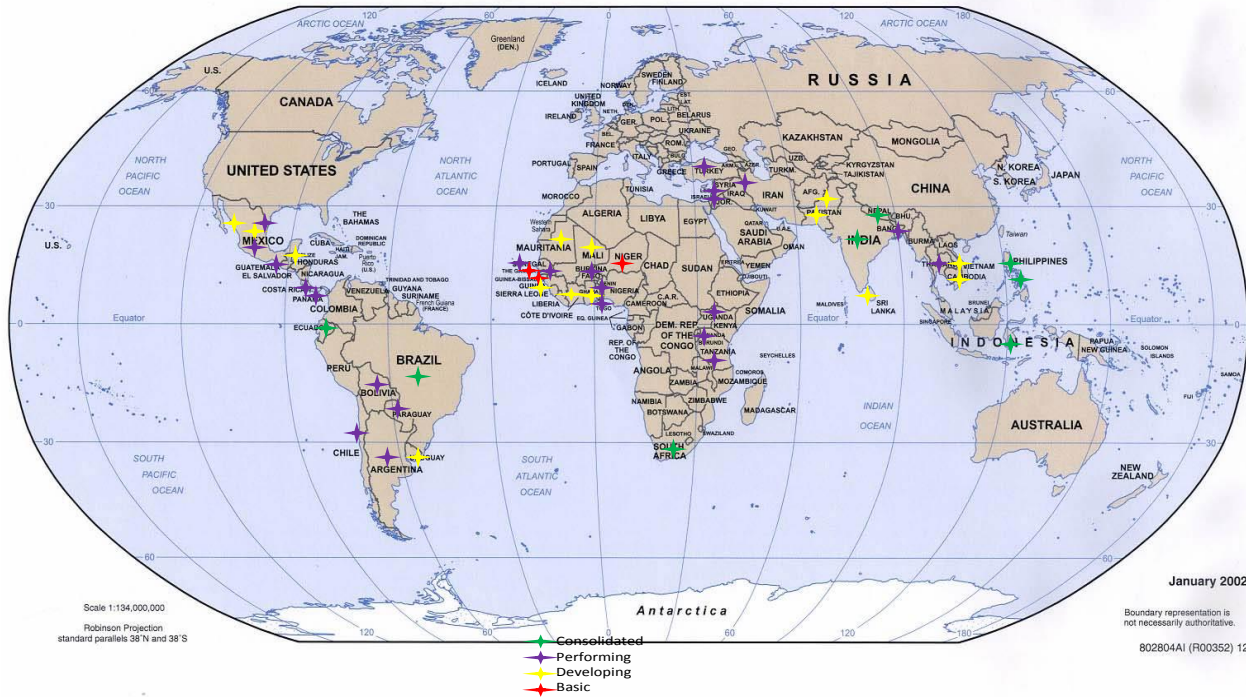
[11] *Euroregions* or similar structures, founded under the *Madrid Outline Convention* (Council of Europe, 1980), *European Groupings of Territorial Cooperation* (EGTCs) at the internal and external borders of the EU, or *Euroregional Groupings of Cooperation* (EGC), created under the Third Additional Protocol to the Madrid Outline Convention.

8. GENERAL CONCLUSIONS AND RECOMMENDATIONS

As it has been pointed out in the methodology, some weaknesses in the process of data collection have been identified. The following general conclusions have been built up on the basis of the surveys collected – 55 in total - and on the quality and in-depth self-evaluation of each LGA. It has to be taken into account that, in some cases, the information provided is not explanatory enough and might not be objective.

Overall, the results of the survey show promising potentials of LGAs to play very important role as a significant platform for local governments to advocate their voices and exchange experience and expertise for better improvement of their constituencies.

This survey shows the preliminary findings of the state of art that LGAs in developing regions could play. However, further survey or research is needed to provide a much more in-depth analysis.

Some general conclusions and recommendations could be raised based on the information collected:

➔ A great majority of LGAs benefit from a legal status, and some of them are even recognized in the national constitutions. In this sense, almost all LGAs declare themselves as independent from national governments. According to the answers collected through the surveys, governance structures of LGAs (such as: legal status, task and responsibilities of board staff and General Assembly) are generally working well and do not present major constraints.

➔ As a common challenge envisaged, LGAs face real problems in collecting fees from the members and finding support in external sources to develop their activity. Thus, there is an important lack of financial sustainability in most of the LGAs surveyed. This factor plays a particularly negative role, as it affects many aspects of LGAs internal performance such as human resources, technical competences and LGAs strategic planning capacities.

Source: own elaboration based on the survey answers

As we can observe in the graph above, a minority of surveyed LGAs recognizes that activity planning is made on short term basis (15%). About 1/3 of them (29%) declare that multiyear strategic planning is based on unrealistic objectives and without any membership involvement (29%). The 41% of LGA state to have developed a strategic plan in a participatory management.

Overall data survey on technical staff and capacities
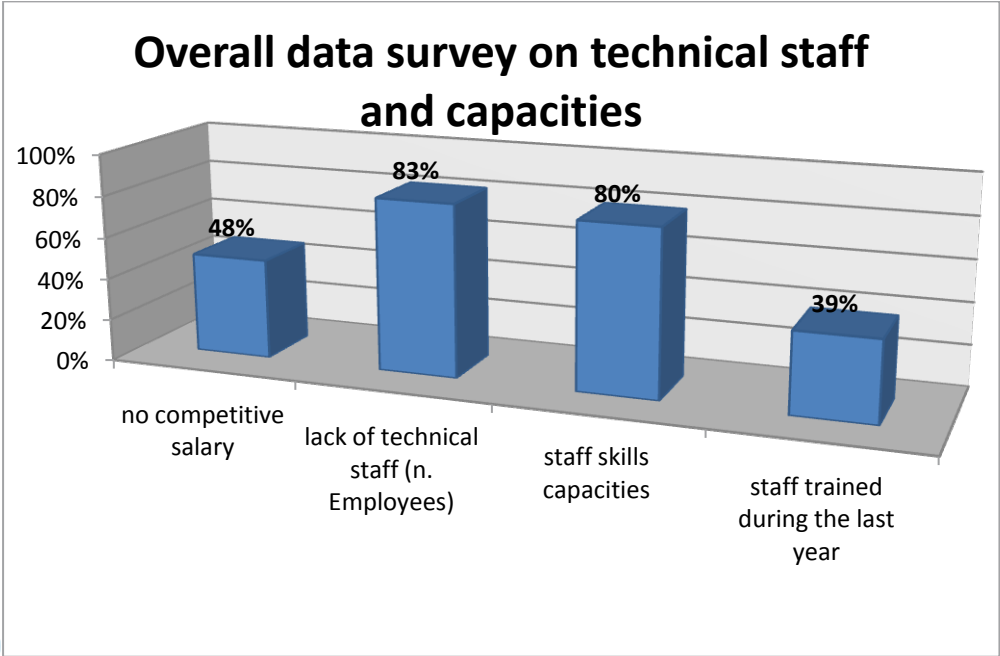
Source: own elaboration based on the survey answers

The graph shows a clear lack of number of technical staff in LGAs and that the 48% cannot pay competitive salaries to their professionals. However, about 80% of the surveyed LGAs state that their technical staff is highly qualified for carrying out their work. 39% of LGAs declare to have trained their staff during the last year.

➜ Most LGAs show weakness in the field of the service delivery. With few exceptions, the majority of the LGAs surveyed state that they cannot offer and deliver high quality innovative services to their members. In addition to this, most of them consider that they are not able to provide quality, affordable and self-financing services offered in line with the diverse membership needs and demands. In this sense, most LGAs recognize being largely donor dependent in service delivery. Another aspect that weakens the LGAs performance and role towards their members is that, in general terms, they do not carry out membership service satisfaction evaluation and present a system lacking monitoring and evaluation.

LGAs Service Delivery
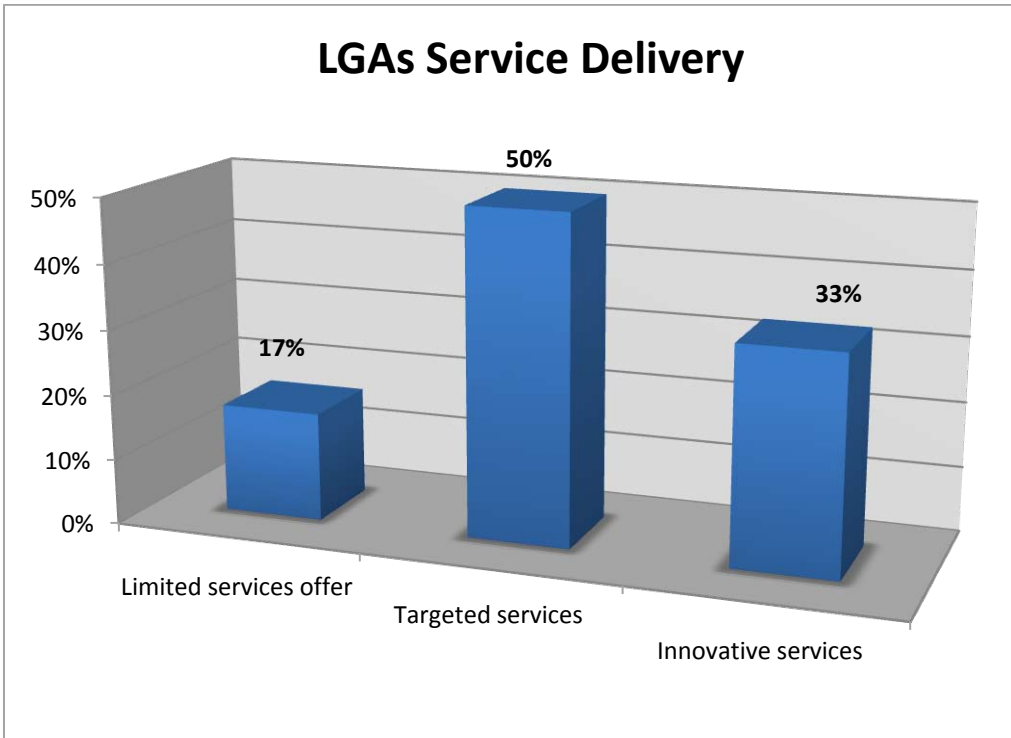
Source: own elaboration based on the survey answers

The graph above shows a majority of LGAs not being able to offer quality innovative services to their members. The reason behind such deficiency is probably connected to the limited membership fees collection capacity and external funds as well.

Capacity Building
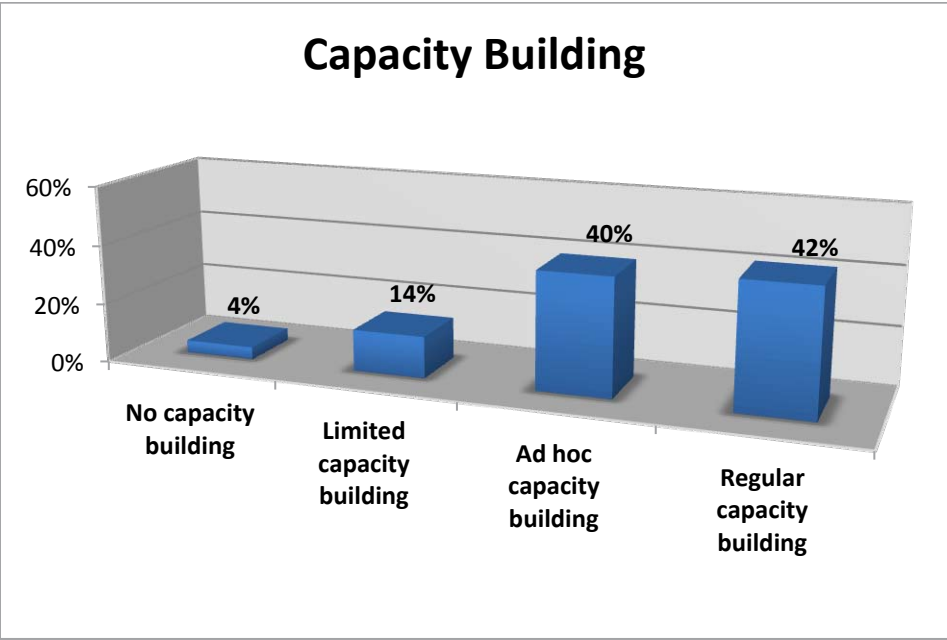
Source: own elaboration based on the survey answers

➜ Most LGAs share the capacity to perform a visible role as a great majority of them take part in international, regional and local platforms or forums devoted to local governance issues. Around 84% of surveyed LGAs state to maintain a strong dialogue with the Government, Parliament, NGOs and businesses. However, it is a challenge for them to be able to set and implement an advocacy strategy, i.e. policy research based on active membership involvement through which prioritizing, analyzing and setting the agenda on key policy legislative issues affecting local governments.

➜ The outreach and communication of LGAs are generally lacking a proper strategy even though all LGAs have access to the internet and a great majority of surveyed associations – 91% – has a website and a set of communication tools including social media – 65% have Facebook and 38% have Twitter –. To provide a national platform for local authorities to deal with decentralization and other key issues is one of the main objectives of the LGAs. In this sense, their role in communication should be based on the capability to provide aggregate and useful information to its members. Only 31, 4% of surveyed LGAs state to have a virtual library to provide service to their members.

➜ In general terms, LGAs in the analyzed regions share similar weaknesses: lack of financial resources and difficulties to collect fees from the members and they are quite weak in service delivering (capacity building, advocacy targeted strategies achieving satisfactory results).

➜ Nevertheless, substantial differences from one region to another can be observed, i.e. Latin America region is the one that seems to be more consolidated in terms of financial capacity, being the region less dependent on external donors to implement their activities. On the other hand, the financial constraints seem to be the main challenge for LGAs in Africa. We can also observe in the cross tabulation data by regions that Asian LGAs stand out in terms of human resources staff skills and motivation, whereas this issue seems to be an important obstacle in the other regions. The reasoning behind this could be that the Asian region has the highest percentage of LGAs stating that the staff has competent salaries (72%).

ANNEXES

1. ANNEX 1 – PERFORMANCE BENCHMARK OF LGAs: FACTORS AND INDICATORS[16]

Factor 1: Strategy development				
	Basic	**Developing**	**Performing**	**Consolidate**
1.1 Strategic planning	* Short-term planning done by staff and largely driven by cycle of funding and current crises in local government sector. * No vision for financial sustainability and no financial sustainability strategy.	* Ad hoc departmental work plans developed internally and usually based on previous year's plans. * Has vision for financial sustainability but with ad hoc financial sustainability strategy.	* Written multi-year strategic plan developed in participatory manner describing what LGA does and is loosely connected to long-term goals and ongoing activities. * Planning based on unrealistic resource expectation and without membership involvement. * Has vision for financial sustainability with unwritten financial sustainability strategy but not fully implemented.	* Written elaborate strategic plan developed in participatory manner and demonstrates realistic extension of current activities including vision/mission statements, mid-term and long-term objectives, strategies, programmes and financial plan. * Has vision for financial sustainability with written financial sustainability strategy. The results taken into account in strategic.
1.2 Strategic monitoring and evaluation systems	* There are no formal evaluation and monitoring systems.	* Ad hoc monitoring and evaluation done internally without defined indicators and procedures.	* Monitoring and evaluation is done as internal exercise by staff without involving Board and membership. * Findings are not disseminated and used in future planning and decision-making.	* Strategic reviews, feedback, monitoring and evaluation undertaken periodically with clear and updated qualitative/quantitative indicators taking into consideration inputs from experts, the Board and relevant committees of membership. * Findings of such activities are presented and openly discussed by membership and used for decision-making.
1.3 Strategic management	* No longer term planning; decisions inconsistent and taken on ad hoc basis; communications poor, with gossip in abundance; staff demotivated leading to high turnover. * Institutional organizational structure is not appropriate for the institutional purpose. * No vision for financial sustainability and no financial sustainability strategy.	* Management team established but with no actual corporate responsibility; micromanagement by Executive Director; Strategic Plan prepared but not used; little evaluation of progress; little HR management in evidence. * Has vision for financial sustainability but with ad hoc financial sustainability strategy.	* Management team making serious contribution to LGA; Strategic Plan being used to give direction; HR management focused on processes rather than performance. * Has vision for financial sustainability with unwritten financial sustainability strategy but not fully implemented.	* Strategic Plan seen to direct LGA activity; policies based on good research; wide range of services available to local authorities; good use being made of partner organisations; good internal and external communications; HR management delivering improved performance; active approach to diversifying sources of revenue. * Institutional organizational structure is appropriate for the institutional purpose. * Has vision for financial sustainability with written financial sustainability strategy. The results taken into account in strategic and operational planning.

[16] VNG International, Toolkit 2 – *Analysis of the Local Government Association – A. The Performance Benchmark.*

Factor 2: Governance structures				
	Basic	Developing	Performing	Consolidate
2.1 Legal status and level of independence	* LGA exists without clear legal status and mandate, and is largely dependent on central government and other organizations.	* Legal status obtained on paper, but in practice LGA is dependent on central government and other organizations.	* Constitution and other legal documents exist, but are not fully implemented. * LGA depends on central government and other organizations for some activities and operations.	* Recognized as an independent membership organization adhering to written constitution. * Autonomous from central government and other organizations through taking independent positions or actions on issues and activities.
2.2 Tasks and responsibilities of board and staff	* Tasks and responsibilities of the Staff and Board are vague and not agreed upon.	* Confusion on responsibilities between Board and Secretariat, and with minimal involvement of Board.	* Division of tasks and responsibilities between Board and Secretariat is clear, but not fully adhered to.	* Clear definition of Board/Secretariat tasks and responsibilities, giving balance of power: <u>Board</u>: decision-making on key policy issues, advisory role, guidance, evaluating, fundraising, providing expertise, supporting, setting policies, monitoring and supervising Executive Director's performance. * <u>Executive Director</u>: advising Board on decision-making, enabling and informing, proposing policies and actions, supporting policies and direction of Board, leadership and strategic management, implementation of Strategic Plan.
2.3 General assembly	* Meets occasionally, but no constitution and many local authorities do not attend; little influence of LGA direction * Has appropriate regional structure.	* Meets annually but arrangements ad hoc; some policies and priorities established; ignored by Government.	* Meets annually; provides some legitimacy to LGA but little real accountability; rules and procedures set out with 1 or 2 functioning Committees; little external participation.	* Clear constitution and streamlined Committee structure; meets annually with good preparation and open debate leading to clear policy positions and priorities for LGA; participation by key stakeholders, including Ministers; holds Executive Board accountable; seen as key event by local authorities. * Regional structure is not appropriate.

Factor 3: Board and Secretariat Management				
	Basic	**Developing**	**Performing**	**Consolidate**
3.1 Board awareness	* Board members are not aware of ongoing issues and activities; uncertainty about decision-making. Does not overseas the organization.	* Board members informed about some activities and issues, but need capacity building.	* Board members have a reasonably good working knowledge of main issues and activities.	* Knowledgeable Board members who are also the public spokespersons. * Understand that they are responsible for ensuring that programs are being carried out as planned and are consistent with the objectives, principles and values of the organization * Acts in accordance with the statues and ensures that the rest of the organization does as well.
3.2 Election of Board members	* Board and committee members appointed or co-opted without competitive elections.	* Some Board and committee members elected while others co-opted / nominated.	* Board and committee members are elected but some sections of membership are not adequately represented.	* Board and committee members are proposed and competitively elected by general meeting to reflect members' interests and ensure reasonable inclusion and representation.
3.3 Board meetings	* Board meetings held on ad hoc basis, without adequate preparation of agenda, minutes and other documentation; policy is set almost entirely by President or Chief Executive. * Board meetings are a formality; decisions rarely taken.	* Irregular Board meetings that are reasonably prepared, but agenda and decision-making are largely dominated by the Executive Director without much input from Board members.	* Regular Board meetings with poor preparation and no adequate follow- up action on emerging issues. * The President and a few other Board members dominate the proceedings, but there is more open discussion.	* Regular and well prepared Board meetings to monitor management; prompt follow-up on the key issues in accordance with rules and regulations, especially regarding agenda and minutes. * Board meetings discuss real issues fully and openly, and make decisions; each Board member has equal chance to freely express opinion and contribute.
3.4 Leadership	* Autocratic approach; no vision; no accountability; no delegation or drive to develop participation.	* Some attempt to look forward and involve local people and organisations but with little effectiveness; staff beginning to develop motivation and sense of direction and belonging.	* Leadership visible and engaging with staff, leading to some delegation and higher levels of motivation; little attempt to engage external stakeholders; communications adequate.	* Leadership visible and accountable; external stakeholders drawn in; partnership with Government to deliver better local government; all parts of LGA working well together; challenges met robustly; good external visibility and reputation; effective delegation throughout the organisation.

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| 3.5 Operational management | * No attempt to improve quality or accessibility of services; no consultation with users; over- and under-spending common; no attempt to match capacity and expertise to task.

* No formal evaluation and monitoring systems.

* No generally understood financial management procedures, rules and regulations. | * Some managers using own initiatives to drive up service standards, but little monitoring of results; service users not consulted.

* Ad hoc monitoring and evaluation done internally without defined indicators and procedures.

* Operates on a rudimentary cash accounting system with incomplete financial records. | * System and culture encouraging performance improvement; ad hoc training available; some user consultation; little attempt to seek out best practice.

* Monitoring and evaluation is done as internal exercise by staff without involving Board and membership. OR Findings are not disseminated and used in future planning and decision-making.

* Appropriate set of written financial management, control and accounting procedures, rules and regulations exist, but not strictly adhered to and lack key provisions such as check and balance system of fund management. | * User consultation being used to influence service delivery; performance management systems in place and used to raise standards; staff take pride in work and are keen to develop their expertise through training opportunities; some services seen as best practice.

* Strategic reviews, feedback, monitoring and evaluation undertaken periodically with clear and updated qualitative/quantitative indicators taking into consideration inputs from experts, the Board and relevant committees of membership. OR Findings of such activities are presented and openly discussed by membership and used for decision-making.

* Implements and follows comprehensive set of written policies for administration of funds, covering expenditure authorization and other financial management and accounting procedures. Evidence of mechanisms ensuing timely liquidity monitoring, management of cash flow, budgeting, financial statements, financing operations, auditing, insurance management taxation, solvency planning. |

Factor 4: Financial management				
	Basic	**Developing**	**Performing**	**Consolidate**
4.1 Revenue from membership fees	* No membership fees collected; most revenue either from central government or donor funding.	* Less than 10% of revenue derived from membership fees and is not enough to cover operational and programme costs.	* 50% of local authorities pay membership fees which are mostly used to cover operational costs, while donors fund most of the programmes and activities.	* Over 90% of local authorities pay membership fee that covers both the operations and programmes. * Good balance between LGA self-financed and donor-funded activities / programme.
4.2 Other sources of revenue and financial sustainability	* No other sources of self-generated revenue. * No strategy for financial sustainability and independence.	* At least one other source of self-generated income providing minimum of 5% of revenues. * Ad hoc financial sustainability strategy.	* At least two other sources of self-generated income that together provide minimum of 10% of revenues. * An unwritten Financial Sustainability Strategy in place, but not fully implemented.	* Financial resource base is diverse with good balance of funding with clear analysis of % of total budget funded by members and alternative revenue sources. * Written Financial Sustainability Strategy in place; results taken into account in strategic and operational planning.
4.3 Financial administration and management	* No generally understood financial management procedures, rules and regulations. * No internal financial control systems in place.	* Operates on a rudimentary cash accounting system with incomplete financial records. * Ad hoc internal control and transparency mechanisms.	* Appropriate set of written financial management, control and accounting procedures, rules and regulations exist, but not strictly adhered to and lack key provisions such as check and balance system of fund management. * LGA generally follows transparent financial control practices that minimize potential for misuse of misappropriation funds, but not fully institutionalized.	* Implements and follows comprehensive set of written policies for administration of funds, covering expenditure authorization and other financial management and accounting procedures. * Evidence of mechanisms ensuring timely liquidity monitoring, management of cash flow, budgeting, financial statements, financing operations, auditing, insurance management taxation, solvency planning. * Exercises internal financial control rules and regulations, ensuring compliance with financial management policies and procedures.

Factor 5: Service delivery				
	Basic	**Developing**	**Performing**	**Consolidate**
5.1 Quality of services	* No services for membership. * No project management capacity and inadequate funding to implement activities; over reliance on external consultants and volunteers.	* Only a few services offered to members, but not in line with objectives and goals of LGA. * Weak project management capacity (expertise for proposal writing and implementation) even when funding is available.	* A number of services targeted for a select number of local governments, but not properly co-ordinated and are largely donor dependent. * The relevant staff have knowledge of basic project management but lack professional skills.	* LGA offers and delivers high quality innovative services to membership (both individually and collectively) in the major local government fields. * Quality, affordable and self-financing services offered in line with the diverse membership needs and demands. * LGA has capacity and resources to develop high quality project proposals and win additional funding and implement activities in line with its strategic objectives.
5.2 Service satisfaction	* No efforts to carry out membership service satisfaction surveys. * No formal evaluation and monitoring systems.	* Membership service satisfaction surveys administered usually at the general meeting. * Ad hoc monitoring and evaluation done internally without defined indicators and procedures.	* Membership service satisfaction done regularly, but without follow-up action for most issues. * Monitoring and evaluation is done as internal exercise by staff without involving Board and membership. OR Findings are not disseminated and used in future planning and decision-making.	* LGA regularly undertakes membership service satisfaction surveys, whose results are factored into future service delivery planning. * Strategic reviews, feedback, monitoring and evaluation undertaken periodically with clear and updated qualitative/quantitative indicators taking into consideration inputs from experts, the Board and relevant committees of membership. OR Findings of such activities are presented and openly discussed by membership and used for decision-making.

5.3 Capacity building	* No capacity building activities. * Little or no serious consideration made regarding content of capacity building programmes. * LGA has no role in developing capacity building programmes for local authorities. * Little or no effort to carry out Training Needs Assessments (TNAs). * No plan for future capacity building activities.	* LGA conducts a few sporadic seminars for select group of local governments and staff. * Content of capacity building reflects interests of government and funding agencies, not actual needs of local governments and staff. * Passive role for LGA; capacity building programmes largely dominated by central government or donors; no co-ordination. * Training Needs Assessments (TNAs) done on ad hoc basis for specific capacity building activities. * Some capacity building exists, targeting few local authorities and dependent on donor funding.	* Ad hoc capacity building activities, not properly co-ordinated and dependent on donor funding. * Content of capacity building is appropriate for local authorities, but skewed in favour of certain groups of local authorities or personnel. * No marked improvement in staff job skills after training * LGA plays role in design and development of capacity building programmes, but on invitation by government and funding agencies. * Training Needs Assessments (TNAs) selectively carried out only for some categories of local governments and staff. * Plans for future capacity building activities exist, but not based on evaluation of ongoing programmes.	* Regular capacity building activities targeting the various cadres of staff and categories of local authorities, based on self-financing and cost-sharing. * Capacity building content is relevant and tailor-made on the basis of various cadres of local authorities personnel and local governments. * Evidence of marked improvement in skills and performance for targeted personnel after training. * LGA recognized and plays leading co-ordinating role with government and other stakeholders to develop and implement capacity building policy for training local government staff. * Regular assessments of demand and satisfaction with capacity building through comprehensive Training Needs Assessments (TNAs), identify relevant training opportunities to recommend to members and provide actual training. * LGA has prepared a comprehensive and long- term proactive plan for future capacity building activities based on feedback and evaluations of ongoing activitie.
5.4 Strategy	* No strategy for lobbying and advocacy; members articulate incoherent positions on issues.	* A little lobbying and advocacy without proper strategy.	* Some lobbying and advocacy undertaken based on written strategy, but resources required for implementation are lacking.	* Appropriate written lobbying and advocacy strategy being implemented with skills and resources.
5.5 Type and character of issues	* Selection of issues narrowly focuses on legal positions of officials or councillors and not broadly on local government issues. * Lobbying and advocacy based on hearsay with some questions by few mayors or officials to government institutions when opportunity arises.	* Broader focus on problems of local government. * Some lobbying and advocacy positions are written while others are unwritten.	* Issues addressed in ad hoc manner without prioritization and informed analysis of key pressing issues of importance to local government and with minimal involvement of membership.	* LGA has ability to anticipate, prioritize, thoroughly analyze and set agenda or pace on key policy and legislative issues affecting local government through informed policy research and analysis with active membership involvement. * Policy analyses on legal, political, financial, economic, social and technical implications of main issues are critically thought out and thoroughly conducted.

5.6 Quality of positions taken	* Positions developed based on superficial mouth-piece talking or sloganeering to reiterate government or opposition position, opinion and ideology without independence.	* Positions developed and presented on ad hoc basis without adequate policy research. * Positions developed with emphasis on asking questions without offering appropriate and viable alternatives.	* Lobbying and advocacy is largely reactive through passive participation in task force meetings and commenting on ready-made legislative and policy documents without having impact on their initiation and outcome.	* Key lobbying and advocacy positions are presented in credible, coherent, defendable and persuasive manner, using empirical information and providing viable alternatives, suggestions and concrete solutions for improvement.
5.7 Interaction with member local authorities	* No interaction or involvement of membership in development of lobbying and advocacy positions.	* Little or inconsistent involvement of only few members in lobbying and advocacy activities. * LGA perceived as platform for mayors from bigger and urban cities/municipalities with minimal participation of officers.	* Lobbying and advocacy takes place but is not properly co-ordinated. * There is no efficient communication system to alert members when advocacy help is required.	* Issue and policy formulation for lobbying and advocacy are done in participatory manner. * Inputs from members solicited and incorporated at various stages with regular updates on progress and results.
5.8 Interaction with government	* No communications with Government; relationship is one of conflict. * LGA seen as unimportant.	* Might meet with local government Ministry occasionally but no formal agenda; LGA seen as always begging for something.	* Meets once or twice a year with central authorities with specific agenda; some consultation on draft legislation.	* Meets every 2 months with central authorities with agreed agenda and follow up of issues; underpinned by Cooperation Agreement. * Appropriate participation in each other's strictures (eg General Assembly, Decentralisation Commission); seen as partners in developing better local government; early systematic consultation on proposed policy and legislation.

Factor 6: Outreach and communications				
	Basic	**Developing**	**Performing**	**Consolidate**
6.1 Strategy for communication	* Little or no communication strategy; ineffective internal and external communication flow.	* Some thinking about several choices on communication and outreach activities, but on ad hoc basis.	* Unwritten communication strategy with inadequate resources and capacity for communication function.	* Written communication strategy identifying information required by membership; specifies how information will be sourced and processed prior to dissemination; outlines best methods of disseminating different categories of information.
6.2 Choice of mechanism	* No mechanisms for effective information dissemination and communication.	* Basic forms of communication used, but on ad hoc basis e.g. occasional newsletters.	* Variety of communication mechanisms e.g. press releases/conferences, postal mail etc, but is still under resource pressure.	* Clear communication mechanisms with adequate resources (expertise and financial) and co- ordination.
6.3 Type and character of information disseminated	* Little or no information disseminated to membership.	* Indiscriminate circulation of all types of information to members that are sometimes irrelevant. * Useful information at head office is neither organized nor circulated.	* Clear distinctions and choices are made on which information should be used and its relevance to needs of various membership categories. * Some information is partially organized and available upon request to membership.	* Clear definition of communication profiles from which membership can have options for selecting the relevant information profiles. * Vital information, including innovative 'best practices' is systematically organized in database and exchanged with membership through workshops, publications, webpage and other channels.
6.4 Direct contact with membership	* Little or no direct contacts with membership.	* Some members aware of role of LGA, but its activities remain blurred to others due to lack of regular contacts.	* Infrequent consultative meetings with membership apart from general meetings; hence its activities and role are not widely known.	* Regular regional and countrywide outreach activities from which LGA learns about problems and needs of members; collects information to input into programmes and activities; shares information on activities / achievements and constraints; recruits new members and collects more subscription fees through peer pressure.
6.5 Visibility	* No visibility among membership, public, government institutions, media.	* LGA only visible among some members, media, government and public.	* Ad hoc and unco-ordinated efforts by some Board members and staff to make LGA visible to membership and stakeholders.	* Clear evidence of visibility and contacts with relevant government institutions and general public.
6.6 Character of networking	* Little or no evidence of networking and collaboration with other organizations.	* Passively participates in number of formal and informal networks without clear goals and objectives on what is to be achieved.	* Makes informed choices on which type of networks to enter on basis of clearly specified priorities, goals and objectives.	* Evidence of active participation, contribution and synergy building with relevant local, regional and international networks. * LGA contributes and proactively uses networks to improve chances of achieving its goals and objectives.

| 6.7 Types of exchange and learning | * Little or no national, regional and international exchange and learning activities. | * Select number of local authorities participate mostly in the general meeting and a few other activities within the country. | * Exchange and learning activities and meetings for membership are organised on ad hoc basis in case urgent political matters or when LGA is called upon by membership to organize exchanges.

* Results of such activities are not documented or used. | * LGA and membership actively and regularly participates in various national, regional and international conferences, study tours, conferences etc. to exchange ideas and learn from their counterparts.

* Results of exchanges are documented, shared and widely used to improve local governance and service delivery. |

Factor 7: Human resource management				
	Basic	**Developing**	**Performing**	**Consolidate**
7.1 Staff roles, job descriptions and responsibilities	* Staff are unclear about their respective roles and job descriptions. * Executive Director or other staff perform this function in addition to other responsibilities.	* Blurred lines of staff responsibility, authority and reporting with tendency of being dictated by requirements of donors and other outside factors. * Staff engaged in financial management have only basic skills.	* Written organization chart and job descriptions, but not kept up to date following changes in responsibility. * Finance and administration staff have good understanding of tasks and responsibilities, but lack professional expertise.	* Staff know and agree on their tasks, responsibilities, authorities, and accountabilities to ensure results. * Written organisational chart and job descriptions reflect roles and are regularly updated. * Financial management and accounting staff have requisite professional skills of financial planning, analysis and comparison of actual accounts against budgets, providing specific management information, analysis of financial performance against quantified objectives/targets.
7.2 Staff policies and procedures	* No evidence of personnel policy or written office procedures.	* A limited set of written personnel policies and/or office procedures in place.	* Written personnel policies and procedures exist, but do not comprehensively address office requirements or are out of date and not consistently adhered to.	* LGA has established written, updated and agreed upon set of personnel procedures for all staff.
7.3 Staff recruitment, motivation and development	* Recruitment not based on merit and professional expertise but on other factors. * No provision and support for training and professional development opportunities for staff. * Staff feel their contribution is not recognized and are not motivated.	* Staff recruited on an ad hoc basis depending on the nature of work. * Training opportunities usually restricted to professional staff on case by case basis. * Staff productivity is low due to poor motivation.	* Some staff members are recruited on merit while others are not. * Training tends to be ad hoc and for selected number of staff who take own initiatives to look for training opportunities. * Staff motivation is limited and does not include fringe benefits.	* Recruitment of all staff done purely on merit, professional expertise and experience. * Training and development plans take account of personal development plans and each staff member has equal chance of being trained to improve skills and performance. * Staff are highly motivated to achieve results and productivity is high.
7.4 Performance appraisal	* Staff performance appraisal is not undertaken at all.	* Performance appraisal carried out when deemed necessary by individual supervisors.	* Annual or at least periodic performance evaluations of most staff, but results are notdiscussed.	* Written annual or semi-annual performance appraisal of all staff, whose results are discussed with the individual employees and new performance targets set for the following year.

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2. ANNEX 2 – Table of analysis of African LGAs

Factor 1: Strategy development				
	Basic	**Developing**	**Performing**	**Consolidate**
1.1 Strategic planning	NALAG, AMMauritania, **CI-AALGB**	UCT	ANCG, AMBF, AMN, RALGA, ALAT	AMMali, UAEL, ULGA, SALGA
1.2 Strategic monitoring and evaluation systems	NALAG, AMMauritania, UCT	ANCG	AMMali, AMBF, UAEL, ALAT	SALGA
1.3 Strategic management	AMMauritania, UCT			

Factor 2: Governance structures				
	Basic	**Developing**	**Performing**	**Consolidate**
2.1 Legal status and level of independence		**CI-AALGB**		ANCB, AMBF, UVICOCI, NALAG, AMNCV, GALGA, ANCG, AMN, AMMali, AMMauritania, RALGA, ALAT, UCT, ULGA, SALGA
2.2 Tasks and responsibilities of board and staff	ANCB			ANCG
2.3 General assembly				ANCG

Factor 3: Board and Secretariat Management				
	Basic	**Developing**	**Performing**	**Consolidate**
3.1 Board awareness	GALGA, AMMali		ULGA, NALAG	ANCB, AMBF, AMMauritania, SAKGA,RALGA, UAEL, ALAT, UCT
3.2 Election of Board members				AMMauritania, UCT
3.3 Board meetings	NALAG, AMN	**CI-AALGB**	AMMauritania, UAEL	RALGA, AMBF, ALAT, UCT, ULGA
3.4 Leadership	NALAG	UVICOCI	AMBF	
3.5 Operational management				

Factor 4: Financial management				
	Basic	Developing	Performing	Consolidate
4.1 Revenue from membership fees		UVICOCI, AMMali, AMMauritania, UAEL, **CI-AALGB**	ANCB, AMBF, AMNCV, ANCG, AMN, ALAT, ULGA	NALAG, SALGA
4.2 Other sources of revenue and financial sustainability	ANCG, AMN	UVICOCI, NALAG, RALGA	AMNCV	NALAG
4.3 Financial administration and management	NALAG, AMMali, AMMauritania, AMN, ULGA	UVICOCI, **CI-AALGB**	ANCB, AMBF, ANCG, RALGA, UAEL, UCT	AMCV

Factor 5: Service delivery				
	Basic	Developing	Performing	Consolidate
5.1 Quality of services	**CI-AALGB**	ANCG, AMMali, AMMauritania	NALAG, AMN , UAEL, ALAT, UCT, ULGA	AMBF, RALGA, GALGA, SALGA
5.2 Service satisfaction				
5.3 Capacity building		NALAG		AMBF, SALGA
5.4 Strategy	**CI-AALGB,** ANCG, AMMali, AMMauritania	UVICOCI NALAG, AMN, UAEL, ALAT, UCT, ULGA		
5.5 Type and character of issues				
5.6 Quality of positions taken	**CI-AALGB**		NALAG	AMBF
5.7 Interaction with member local authorities				
5.8 Interaction with government		UVICOCI, AMMauritania	AMBF, NALAG	ALAT

Factor 6: Outreach and communications				
	Basic	Developing	Performing	Consolidate
6.1 Strategy for communication	ANCB, GALGA, ANCG, AMMali, AMN, UCT, ULGA, **CI-AALGB**		AMBF	RALGA, ALAT
6.2 Choice of mechanism		GALGA	ALAT, RALGA	
6.3 Type and character of information disseminated				
6.4 Direct contact with membership		NALAG		
6.5 Visibility	UVICOCI, AMN	NALAG		AMBF

| 6.6 Character of networking | UVICOCI | AMN, UAEL | | NALAG, ANCG, AMMali, AMMauritania, RALGA, ALAT, UCT, ULGA |
| 6.7 Types of exchange and learning | AMMauritania | | | |

Factor 7: Human resource management				
	Basic	**Developing**	**Performing**	**Consolidate**
7.1 Staff roles, job descriptions and responsibilities	ANCB, AMN, **CI-AALGB**		AMBF, ANCG, AMMali, UCT, ULGA	RALGA
7.2 Staff policies and procedures				SALGA
7.3 Staff recruitment, motivation and development	ANCB, AMN, UAEL	NALAG, AMMal, **CI-AALGB**	UCT, ULGA	RALGA, ALAT, SALGA
7.4 Performance appraisal	AMN	NALAG	AMBF , ALAT	RALGA

1. National Association of Councils of Benin (ANCB) – Performing
2. BURKINA FASO Association of Municipalities of Burkina Faso (AMBF) MBF – Performing
3. CAPE VERDE National Association of Municipalities of Cape Verde (ANMCV) – Performing
4. Union of Towns and Councils of Côte d'Ivoire (UVICOCI) – Developing
5. Gambia Association of Local Governments Authorities (GALGA) – Basic
6. NALAG-GHANA National Association of Local Authorities of Ghana – Performing
7. ANCG-GUINEA National Association of Councils of Guinea – Developing
8. Association of Local Authorities of Guinea Bissau (CI-AALGB) – Basic
9. MALI Association of Municipalities of Mali (AMM) – Developing
10. MAURITANIA Association of Mayors of Mauritania (AMM) – Developing
11. NIGER Association of Municipalities of Niger (AMN) – Basic
12. RWANDA Rwanda Association of Local Government Authorities (RALGA) – Performing
13. SENEGAL Union of Local Elected Association (UAEL) – Performing
14. TANZANIA Association of Local Authorities of Tanzania (ALAT) – Performing
15. TOGO Union of Councils of Togo (UCT) – Performing
16. Uganda Local Government Association (ULGA) – Performing
17. South Africa Local Governments Association (SALGA) – Consolidate

Factor 1: Strategy development				
	Basic	**Developing**	**Performing**	**Consolidate**
1.1 Strategic planning	**CI, BMA**			AMMAC, ANA, AALMAC, AMUPA, ANMRG, ANAI, CGAPE, OPACI, AMC, CNM, FAM
1.2 Strategic monitoring and evaluation systems	BMA	AMMAC, AALMAC, FNAM, AMUPA, ANMRG, FAM	ANAI, AM, OPACI, CI, AMC, CNM	
1.3 Strategic management		ANA		

Factor 2: Governance structures				
	Basic	**Developing**	**Performing**	**Consolidate**
2.1 Legal status and level of independence				AMMAC, ANA, FNAM, AMUPA, ANAI, CGAPE, OPACI, CI, AMC, CNM, FAM
2.2 Tasks and responsibilities of board and staff		FNAM	AMMAC	ANA, AALMAC, AMUPA, ANMRG, ANAI, AM, CGAPE, OPACI, CI, AMC, CNM, FAM
2.3 General assembly				

Factor 3: Board and Secretariat Management				
	Basic	**Developing**	**Performing**	**Consolidate**
3.1 Board awareness				
3.2 Election of Board members				CI
3.3 Board meetings				ANAI, CGAPE, CNM
3.4 Leadership				
3.5 Operational management				

Factor 4: Financial management				
	Basic	**Developing**	**Performing**	**Consolidate**
4.1 Revenue from membership fees		ANA, FNAM, AM, FAM	AMC	ANMRG, CGAPE, OPACI, CI, CNM
4.2 Other sources of revenue and financial sustainability				
4.3 Financial administration and management		AMMAC, AALMAC, FNAM, AM, FAM	ANA, AMUPA	ANAI, CGAPE

Factor 5: Service delivery				
	Basic	**Developing**	**Performing**	**Consolidate**
5.1 Quality of services	BMA	AMMAC	ANA, FNAM, ANMRG, CI, FAM	AALMAC, AMUPA, ANAI, AM, OPACI, CNM
5.2 Service satisfaction				
5.3 Capacity building				
5.4 Strategy		ANMRG		
5.5 Type and character of issues				
5.6 Quality of positions taken			AMMAC	
5.7 Interaction with member local authorities				
5.8 Interaction with government	ANMRG			

Factor 6: Outreach and communications				
	Basic	**Developing**	**Performing**	**Consolidate**
6.1 Strategy for communication	AMMAC, CGAPE, ANMRG, CI, BMA	FNAM, ANAI, AM	ANA	AALMAC, AMUPA, CNM
6.2 Choice of mechanism		CI, AMC		
6.3 Type and character of information disseminated			OPACI	
6.4 Direct contact with membership				CNM
6.5 Visibility	CGAPE			CNM

6.6 Character of networking				
6.7 Types of exchange and learning				

Factor 7: Human resource management				
	Basic	**Developing**	**Performing**	**Consolidate**
7.1 Staff roles, job descriptions and responsibilities			AM, CI	ANMRG
7.2 Staff policies and procedures	AMMAC, FNAM			
7.3 Staff recruitment, motivation and development	AMMAC, ANMRG, ANAI, BMA		AMUPA, OPACI, AMC, FNAM, FAM	ANA, AALMAC
7.4 Performance appraisal				

1. Asociación de Municipios de México (AMMAC) – Developing
2. Asociación Nacional de Alcaldes (ANA) – Performing
3. Asociación de Autoridades Locales de México A.C. (AALMAC) – Performing
4. Federación Nacional de Municipios de México (FNAMM) – Performing
5. Asociación de Municipios de Panamá (AMUPA) – Performing
6. Asociación Nacional de Municipalidades de la República de Guatemala (ANMRG) – Performing
7. Asociación Nacional de Alcaldías e Intendencias de Costa Rica (ANAI) – Performing
8. Unión Nacional de Gobiernos Locales
9. Asociación de Municipalidades Bolivia- AM – Performing
10. Asociación de Municipalidades Ecuatoriana (AME) – Consolidate
11. OPACI – Performing
12. Congreso de Intendentes (CI) – Developing
13. Asociación de Municipalidades de Chile (AMC) – Performing
14. CNM – Consolidate
15. The Belize Mayor's Association (BMA) – Developing
16. Federación Argentina de Municipios (FAM) – Performing

⁴ ANNEX 4 – Table of analysis of ASIAN LGAs

South-West Asian Countries

Factor 1: Strategy development				
	Basic	**Developing**	**Performing**	**Consolidate**
1.1 Strategic planning	LCAP	LCA-KPK	ADDCN, FSLGA	MuAN, MAB, All India Institute
1.2 Strategic monitoring and evaluation systems	FSLGA	LCA-KPK and LCAP	ADDCN	MuAN, MAB, All India Institute
1.3 Strategic management	LCAP		ADDCN, LCA-KPK, FSLGA	MuAN, MAB, All India Institute

Factor 2: Governance structures				
	Basic	**Developing**	**Performing**	**Consolidate**
2.1 Legal status and level of independence				MuAN, ADDCN, MAB, FSLGA, All India Institute, LCAP, LCA-KPK
2.2 Tasks and responsibilities of board and staff		FSLGA	LCAP	MuAN, ADDCN, MAB, LCA-KPK, All India Institute
2.3 General assembly		LCAP	FSLGA	MuAN, ADDCN, MAB, LCA-KPK, All India Institute

Factor 3: Board and Secretariat Management				
	Basic	**Developing**	**Performing**	**Consolidate**
3.1 Board awareness	FSLGA		LCA-KPK, LCAP	MuAN, ADDCN, MAB, All India Instiute
3.2 Election of Board members				MuAN, ADDCN, MAB, All India Instiute, FSLGA, LCAP, LCA-KPK
3.3 Board meetings	LCAP			MuAN, ADDCN, MAB, All India Instiute, FSLGA, LCA-KPK
3.4 Leadership		FSLGA	LCA-KPK, LCAP	MuAN, MAB, All India Institute, ADDCN
3.5 Operational management	LCAP	FSLGA	LCA-KPK, ADDCN	MuAN, MAB, All India Institute

Factor 4: Financial management				
	Basic	**Developing**	**Performing**	**Consolidate**
4.1 Revenue from membership fees		LCA-KPK, FSLGA, LCAP	ADDCN,	MuAN, MAB, All India Institute
4.2 Other sources of revenue and financial sustainability	LCA-KPK	LCAP	FSLGA, ADDCN	MuAN, MAB, All India Institute
4.3 Financial administration and management			LCA-KPK, LCAP	MuAN, MAB, All India Institute, FSLGA, ADDCN

Factor 5: Service delivery				
	Basic	**Developing**	**Performing**	**Consolidate**
5.1 Quality of services	LCA-KPK	LCAP	FSLGA, ADDCN,	MuAN, MAB, All India Institute
5.2 Service satisfaction	FSLGA	LCA-KPK, LCAP	ADDCN	MuAN, MAB, All India Institute
5.3 Capacity building		LCAP	MAB, ADDCN	MuAN, All India Institute, FSLGA
5.4 Strategy			LCA-KPK, FSLGA, LCAP	MuAN, ADDCN, MAB, All India Institute
5.5 Type and character of issues			FSLGA	MuAN, ADDCN, MAB, All India Institute, LCAP, LCA-KPK
5.6 Quality of positions taken		FSLGA	MAB, ADDCN, LCAP	MuAN, All India Institute, LCA-KPK
5.7 Interaction with member local authorities				MuAN, ADDCN, All India Institute, LCA-KPK, LCAP, MBA, FSLGA
5.8 Interaction with government		FSLGA	LCA-KPK	MuAN, ADDCN, All India Institute, MAB, LCAP

Factor 6: Outreach and communications				
	Basic	**Developing**	**Performing**	**Consolidate**
6.1 Strategy for communication		FSLGA, LCAP	MuAN, ADDCN, LCA-KPK	All India Institute, MAB
6.2 Choice of mechanism				
6.3 Type and character of information disseminated				
6.4 Direct contact with membership				MuAN, ADDCN, All India Institute, LCA-KPK, LCAP, MBA, FSLGA
6.5 Visibility			LCA-KPK, FSLGA, LCAP	MuAN, ADDCN, All India Institute, MBA

6.6 Character of networking	ANMRG	ANMRG	ANMRG	ANMRG
6.7 Types of exchange and learning	ANMRG	ANMRG	ANMRG	ANMRG

Factor 7: Human resource management				
	Basic	**Developing**	**Performing**	**Consolidate**
7.1 Staff roles, job descriptions and responsibilities	LCA-KPK		LCAP	MuAN, ADDCN, All India Institute, MBA, FSLGA
7.2 Staff policies and procedures				
7.3 Staff recruitment, motivation and development	LCA-KPK	LCAP, ADDCN		MuAN, MAB, FSLGA, All India Institute
7.4 Performance appraisal				

1. Municipal Association of Bangladesh (MAB) – Performing
2. Federation of Sri Lanka Government Association – Developing
3. All India Institute of Local Self Government (AIILSG- – Consolidate
4. Local Council Association of Khyber Pakhutnkwa (ILCA KPK) – Developing
5. Local Council Association of the Punjab (LCAP) – Developing
6. Municipal Associations of Nepal (MuAN) – Consolidate

South-East Asian Countries

Factor 1: Strategy development				
	Basic	**Developing**	**Performing**	**Consolidate**
1.1 Strategic planning	NMLT	NLC, NACPC	ACVN	LCP, LMP, APEKSI,
1.2 Strategic monitoring and evaluation systems	ACVN		NMLT	NLC, NACPC, LCP, LMP, APEKSI
1.3 Strategic management	NACPC, NLC		ACVN , NMLT	LCP, LMP, APEKSI

Factor 2: Governance structures				
	Basic	**Developing**	**Performing**	**Consolidate**
2.1 Legal status and level of independence			NACPC	LCP, LMP, NLC, ACVN, APEKSI, NMLT
2.2 Tasks and responsibilities of board and staff			NACPC, NLC, NMLT	LCP, LMP, ACVN, APEKSI

	Basic	Developing	Performing	Consolidate
2.3 General assembly			NACPC, NLC	LCP, LMP, ACVN, APEKSI, NMLT

Factor 3: Board and Secretariat Management				
	Basic	**Developing**	**Performing**	**Consolidate**
3.1 Board awareness				NACPC, LCP, LMP, NLC, ACVN, NMLT
3.2 Election of Board members				NACPC, LCP, LMP, NLC, ACVN, NMLT
3.3 Board meetings			NLC	NACPC, LCP, LMP, ACVN, APEKSI, NMLT
3.4 Leadership			NLC, NACPC	LCP, LMP, ACVN, APEKSI, NMLT
3.5 Operational management		ACVN	NLC, NMLT	NACPC, LCP, LMP, APEKSI

Factor 4: Financial management				
	Basic	**Developing**	**Performing**	**Consolidate**
4.1 Revenue from member-ship fees		NLC	LMP, ACVN, NMLT	NACPC, LCP, APEKSI
4.2 Other sources of revenue and financial sustainability	NACPC, NLC, ACVN, NMLT			LCP, LMP, APEKSI
4.3 Financial administration and management			NLC, ACVN,	NACPC*, LCP, LMP, APEKSI*, NMLT

Factor 5: Service delivery				
	Basic	**Developing**	**Performing**	**Consolidate**
5.1 Quality of services	NACPC	NLC	LCP, LMP, ACVN, APEKSI	NMLT*
5.2 Service satisfaction	ACVN		NMLT	NACPC, LCP, LMP, NLC, APEKSI
5.3 Capacity building			NLC, ACVN	NACPC, LCP, LMP, APEKSI, NMLT
5.4 Strategy		NACPC, NLC	LCP, LMP, ACVN, NMLT	APEKSI
5.5 Type and character of issues	NACPC, ACVN			LCP, LMP,NLC, APEKSI, NMLT
5.6 Quality of positions taken		NACPC	NLC, ACVN, NMLT	LCP. LMP, APEKSI
5.7 Interaction with member local authorities				LCP, LMP,NLC, APEKSI, NMLT. NACPC, ACVN

5.8 Interaction with government	FSLGA	FSLGA	LCA-KPK	MuAN, ADDCN, All India Institute, MAB, LCAP

Factor 6: Outreach and communications

	Basic	Developing	Performing	Consolidate
6.1 Strategy for communication		NACPC, NLC	LCP, ACVN, NMLT	LMP, APEKSI
6.2 Choice of mechanism				
6.3 Type and character of information disseminated				
6.4 Direct contact with membership				LCP, LMP,NLC, APEKSI, NMLT. NACPC, ACVN
6.5 Visibility			NACPC	LCP, LMP, NLC, ACVN, APEKSI, NMLT
6.6 Character of networking			NACPC, NLC, ACVN	LCP, LMP, APEKSI, NMLT
6.7 Types of exchange and learning				

Factor 7: Human resource management

	Basic	Developing	Performing	Consolidate
7.1 Staff roles, job descriptions and responsibilities		NACPC, NMLT	NLC, ACVN, APEKSI	LCP, LMP
7.2 Staff policies and procedures		NACPC, LMP, NLC	LCP	
7.3 Staff recruitment, motivation and development	LMP	NACPC	ACVN, APEKSI, NMLT	LCP, NLC
7.4 Performance appraisal				

1. National association of Capital Province in Cambodia (NACPC) – Developing

2. Association of Indonesian Municipalities (APEKSI) – Consolidate

3. National Municipal League of Thailand (NMLT) – Performing

4. League of Cities of the Philippines (LCP) – Consolidate

6. League of the Municipalities of the Philippines (LMP) – Consolidate

7. Association of Cities of Vietnam (ACVN) – Developing

5. ANNEX 5 – Table of analysis of MEWA region

Factor 1: Strategy development

	Basic	Developing	Performing	Consolidate
1.1 Strategic planning			UCLG Mewa	BTVL, ATO, APLA
1.2 Strategic monitoring and evaluation systems		APLA, UCLG Mewa		BTVL, ATO
1.3 Strategic management				

Factor 2: Governance structures

	Basic	Developing	Performing	Consolidate
2.1 Legal status and level of independence	BTVL, ATO, UCLG Mewa	APLA		
2.2 Tasks and responsibilities of board and staff				
2.3 General assembly				

Factor 3: Board and Secretariat Management

	Basic	Developing	Performing	Consolidate
3.1 Board awareness				
3.2 Election of Board members				
3.3 Board meetings				
3.4 Leadership				
3.5 Operational management				

Factor 4: Financial management

	Basic	Developing	Performing	Consolidate
4.1 Revenue from membership fees	BTVL, APLA		ATO, UCLG Mewa	
4.2 Other sources of revenue and financial sustainability				ATO, BTVL

4.3 Financial administration and management			ATO, UCLG Mewa, BTVL, APLA	

Factor 5: Service delivery				
	Basic	Developing	Performing	Consolidate
5.1 Quality of services				
5.2 Service satisfaction				
5.3 Capacity building			BTVL, ATO	
5.4 Strategy				
5.5 Type and character of issues				
5.6 Quality of positions taken				APLA, ATO and BTVL, UCLG Mewa
5.7 Interaction with member local authorities				
5.8 Interaction with government			APLA, ATO and BTVL, UCLG Mewa	

Factor 6: Outreach and communications				
	Basic	Developing	Performing	Consolidate
6.1 Strategy for communication	BTVL, APLA, ATO, UCLG Mewa			
6.2 Choice of mechanism			BTVL, UCLG Mewa	
6.3 Type and character of information disseminated				
6.4 Direct contact with membership				
6.5 Visibility				
6.6 Character of networking				BTVL
6.7 Types of exchange and learning				

Factor 7: Human resource management				
	Basic	Developing	Performing	Consolidate
7.1 Staff roles, job descriptions and responsibilities				
7.2 Staff policies and procedures				
7.3 Staff recruitment, motivation and development			UCLG Mewa	APLA, ATO and BTVL
7.4 Performance appraisal				

1. Bureau Technique des Villes Libanaises (BTVL) – **Performing**
2. Association of Palestinian Local Authorities (APLA) – **Performing**
3. Arab Town Organisation (ATO) – **Performing**
4. UCLG Mewa – **Performing**

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