



STUDY ON NATIONAL ASSOCIATIONS OF REGIONAL AUTHORITIES IN THE EUROPEAN UNION PARTNER'S COUNTRIES

FINAL REPORT

1. BACKGROUND

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 present 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”¹.

The scope of the term is wide as it can refer to states (in federal countries), regions, autonomous communities, provinces, departments and many other political and administrative forms. It ranges from the first and empowered level of decentralization in federal states to the basic territorial unity (excluding cities) in centralized countries.

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 (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. And therefore, their share of public expenditure is relevant and their capacity to generate and manage their own fiscal resources is important, too. 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.

¹ Europe and the Regions: past, present and future. ECSA Conference, Seattle, May 1997.

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.

II. OBJECTIVES OF THE REPORT

The present report is intended to provide an assessment of the state of play of associations of regional authorities in EU partner's countries. It is hoped that the report will serve as a basis for the future policy proposals of the EU development programs focusing on local and regional authorities.

III. PROPOSED METHODOLOGY

Four steps have been followed in order to deliver this report:

- Identifying regional governments associations worldwide
- Gathering information.
- Drafting regional and country fiches
- Drafting conclusions and recommendations

The information required to produce the report has been obtained from a triple source:

- Literature
- On line resources
- Data derived from the specific survey launched by Platforma

Literature focusing on regions and intermediate governments at global level, providing at the same time comparative frameworks is rare. The same goes for analytical studies on associations of regional governments worldwide. Therefore, trying to obtain bibliographical references has been the first challenge of this report.

Almost all existing associations provide information on the internet. However, the weakness of most of them is clearly reflected in the information they offer and the accessibility to relevant data.

To overcome this situation and to obtain reliable data, Platforma has designed a survey in English, French, Portuguese and Spanish, which was shared with all the associations that were identified.

The following list shows the 23 associations identified and contacted and those who have answered the survey.

Africa		
Burkina Faso	1. Association des Régions de Burkina Faso	www.regions.bf
Côte d'Ivoire	2. Assemblée des Régions et Districtes de Côte d'Ivoire	www.ardci-rd.org
Kenia	3. Council of Governors	www.cog.go.ke
Mali	4. Association des Régions de Mali (ARM)	-
Niger	5. ARENI	-
Nigeria	6. Nigeria Governors Forum	www.nggovernorsforum.org
Asia		
India	7. All India Institute of Local Self Government	www.aiilsg.org
Indonesia	8. Asosiasi Pemerintahan Provinsi Seluruh Indonesia	www.appsi.or.id
Nepal	9. Association of District Development Committees of Nepal	www.addcn.org.np
Philippines	10. League of Provinces of the Philippines	www.lpp.gov.ph
Sri Lanka	11. Federation of Sri Lankan Local Government Authorities (FSLGA)	fslga.lk

Latin America		
Regional	12. OLAGI	www.olagi.org
Regional	13. ZICOSUR (Zona de integración del Centro Oeste de América del Sur)	http://www.zicosur.org.ar/
Argentina	14. Norte Grande Argentino	www.regionnortegrande.com.ar
Brazil	15. FONARI	blogfonari.wordpress.com
Colombia	16. Federación Nacional de Departamentos	www.fnd.org.co
Ecuador	17. Consorcio de Gobiernos Autónomos Provinciales de Ecuador	www.congope.gob.ec
Mexico	18. CONAGO (Conferencia Nacional de Gobernadores de México)	www.conago.org.mx
Paraguay	19. Asociación de Juntas Departamentales de la República del Paraguay	www.gobernadores.gov.py
	20. Asociación de Juntas Departamentales de la República de Paraguay (AJUDEPA)	-
Peru	21. ANGR (Asamblea Nacional de Gobiernos Regionales de Perú)	angr.org.pe
Uruguay	22. Congreso de Intendentes de Uruguay	www.ci.gub.uy
Mediterranean Region		
Albania	23. Association of Albanian Regional Councils	-
Morocco	24. Association des Régions du Maroc	-

Only 11 associations, less than the half, have answered the survey and provided information, but in some cases responses are not even complete. Therefore, because of such a thin and unrepresentative base line, it is impossible to draw conclusions or identify common trends.

Thus, in order to supplement the information provided by the survey and to present sound conclusions and trends, a systemic research of available information on the web pages of the associations has been carried out.

A brief presentation of each association (whenever it was available) is provided with the following structure.

- Name
- Year of foundation

- Main objective
- Legal status
- Organization
- Members
- Strategic Plan
- Main activities
- Financing and human resources (employees)
- Transparency and accountability
- Communication strategy

The key research questions identified in the terms of reference have been used as the baseline to draw the conclusions:

- What is the level of representation that regional government associations have?
- What is the capacity of influence on national policies that regional government associations have?
- What is the capacity building expertise that the association has to help its members?
- What is the capacity of communication that regional government associations have?
- What is the administrative, legal, staff and resources situation of the association?

IV. PRESENTATION OF THE CURRENT SITUATION OF RGAS

AFRICA

Africa is politically organized in 54 independent countries and 14 dependent territories.

The continent has a few federal States, in which the federal government shares power with semi-independent regional governments as it is the case of Comoros, Ethiopia (9 regions and two chartered cities), Nigeria (36 states and one federal territory), Sudan (with 17 states) and South Sudan (with 10 states). It has as well States in which the central government has delegated some of its powers to regional authorities, like Tanzania (21 mainland regions). But most of African countries are unitary ones (e.g. Angola, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mozambique, Namibia, Niger, Rwanda, São Tomé and Príncipe, Senegal, Sierra Leone, South Africa, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe).

It is true that Africa saw overall if uneven progress toward democratization during the 1990s and the early 2000s. However, recent years have seen backsliding among both the top performers, such as South Africa, and the more repressive countries, such as Gambia and Ethiopia. Lack of adherence to the rule of law, infringements on freedom of expression and association, widespread corruption and discrimination against women and the LGBT community remain serious problems in many countries. Nevertheless, it is true that across the continent, the strengthening of elections and civic mobilization, good governance, defence of human rights, rule of law, independent media and cooperation between regional and local governments are encouraged.

In this context, it is not clear if emerging practices of cooperation between regions or provinces within African countries are linked to national policies or to a process of integration of the policies of the different government levels (national-provincial-local). .

The majority of regional associations were created as a vehicle to drive the promotion of unity, solidarity and cooperation among regional authorities. Wherever they exist, they also aim to promote and strengthen regional/provincial governance; to provide common policies or legislation and regulations on issues concerning local authorities; and to facilitate the dialogue with central government or other international actors.

Africa does not have platforms of intermediate governments aiming to cover regions of different countries.

Since not many survey responses have been received, it is hard to determine the degree of impact of their advocacy campaigns in specific matters and their potential to turn into vectors of integration for the continent.

BURKINA FASO

1. Association des Régions de Burkina Fasso (ARBF)

www.regions.bf

Year of foundation:

2006

Main objective:

The ARBF main objective is to contribute to the promotion of regional development, to strengthen the democratic culture at the local level and to improve decentralization.

Legal status:

Apolitical and non-profit association

Organization:

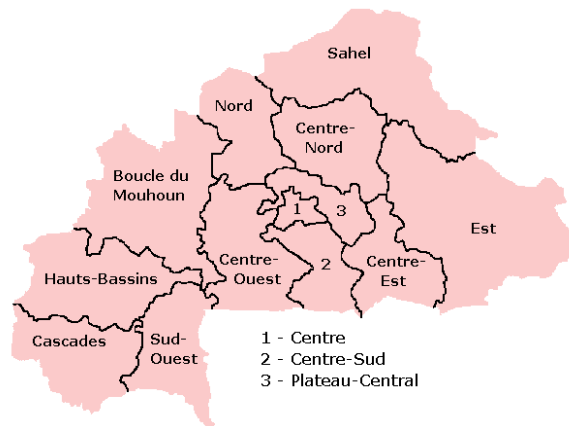
The 3 core bodies of the political and executive organisation of the association are: the Congress, the Central National Bureau and the Executive Bureau. The association is also provided with a General Secretariat, a Permanent Secretariat and a Particular Secretariat; and it counts with the support of three services: administrative and financial, studies and planning, and support to capacity building and organizational promotion.

The Congress is held once a year.

Members:

The 13 regions of Burkina Faso (Boucle du Mouhoun, Cascades, Sahel, Centre-Est, Centre, Centre-Nord, Centre-Ouest, Centre-Sud, Est, Hauts-Bassins, Nord, Plateau Central and Sud-Ouest).

In 2012 was enlarged with 125 regional councillors, organizations of civil society, and technical and financial partners.



Strategic Plan:

The main challenges of the organization are to strengthen the decentralisation process and to reinforce regions capacities and skills to boost the efficiency of the public sector, promote local development and the local private sector. The association aims at enhancing the role of regions to act as the interface between the *major territorial players* (government, civil society and private sector).

The main objectives identified in the Strategic Plan 2014 are: to promote the visibility of the regions through communication plans; improving the capacity of regions through training mechanisms; improving decentralization by strengthening the partnership with key stakeholders as the European Union, the UNDP, FOGAR, the ARF - Association of French Regions-, the AIMF (International Association of French speaking Mayors) and several national Ministries (Ministry of Economy and Finances and Ministry of Territory Organization and Decentralization).

Main activities

The association approves an annual work plan. The 2014 work plan, available at the associations' web page, includes activities ranged from communication strategies, capacity building programmes for regions, advocacy or field projects.

Financing and human resources (employees)

Information not available

Transparency and accountability

Information not available

Communication strategy

The association has a well-structured official webpage which provides information on the association and its members activities.

IVORY COAST

2. Assemblée des Régions et Districts de Côte d'Ivoire (ARDCI)

www.ardci-rd.org

Year of foundation:

Information not available

Main objective:

The ARDCI aims are:

- To be a framework for cooperation and continuous dialogue;
- to represent all regions and districts with public authorities and any third party at the national and international level;
- to advise on legislation and regulations concerning local authorities;
- to study and propose to the Government the means to implement to promote the and proper functioning of local authorities;

- to establish a suitable program of training, to enable regional advisers to enhance their capabilities and take full advantage of the right to education;
- to conduct all activities that can contribute to achieving the objectives of the Association.

Legal status:

Information not available

Organization:

To carry out its missions, the Assembly of Regions and Districts of Côte d'Ivoire has adopted the following bodies:

- The General Assembly;
- The Executive Bureau;
- The Control Committee;
- The Standing Committees.

Members

The association gathers 12 districts, 2 autonomous districts and the 31 regions of Ivory Coast.



Strategic Plan

Information not available

Main activities:

The association focus in capacity building and training activities. It also manages a centre for the promotion and demonstration of technology.

The Association is supported by the European Union through the AIMF (International Association of Francophone Mayors). Both institutions work together in a project called "Strengthening capacity of local authorities in Burkina Faso and Côte d'Ivoire in logic of dialogue and peace-building through development".

Financing and human resources (employees)

Information not available

Transparency and accountability

Information not available

Communication strategy:

The association has a very complete web page with information on its activities, organisation and members (resources including videos). The ARDCI also has a Facebook account and an on-line newsletter (ARDCI Info).

KENIA

3. Council of County Governors (CoG) of Kenya

<http://www.cog.go.ke/>

Year of foundation:

2012

Main objective:

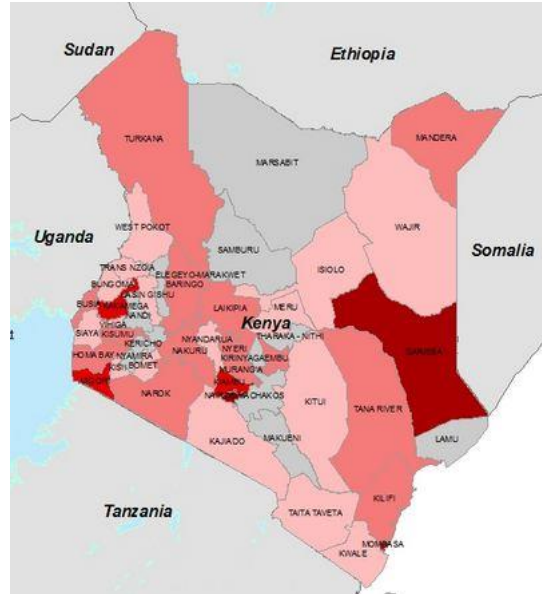
The Council of Governors was established with the mandate to provide a mechanism for consultation amongst county governments, share information on performance of the counties in execution of their functions, facilitate capacity building for governors and consider reports from other intergovernmental forums on national and county interests amongst other functions.

Legal status:

The Council of County Governors (CoG) of Kenya is a non - partisan organization established in accordance with the provision of Section 19 of The Intergovernmental Relations Act (2012).

Organization:

The Council has a governing body as provided for under Section 19 of the Intergovernmental Act, consisting of the Chairman, Deputy Chairman and a coopted position of a Secretary. The CoG is organized under twelve committees in specific thematic areas and these set out the terms of engagement with the National Government Agencies and other stakeholders. The Committees are as follows: 1. Rules and Business 2. Legal Affairs and Human Rights 3. Energy, Roads and Transport 4. Finance, Commerce and Economic Affairs 5. Education and ICT 6. Labour and Social Welfare 7. Health and Biotechnology 8. Agriculture and Land 9. Foreign Affairs 10. Security 11. Arid and Semi Arid Land Development 12. Natural Resources & Water, Mining & Forestry.



Members:

The membership consists of Kenya's 47 Governors.

Strategic Plan:

The CoG Strategic Plan² for 2014-2017 was approved in 2013 as its first formal strategy ever. Its preparation involved extensive consultation on the challenges linked to the devolution process launched in 2012 and the focus and priorities of the Council.

The plan document contains five sections

- Section 1: Describes the strategic planning process and the structure of the plan.
- Section 2: Contains the situational analysis of the political and legal environments in which the CoG operates and the strategic implications of the plan.
- Section 3: Contains the CoG's strategic direction- that is: • Vision, mission and values • Impact, outcomes, outputs and strategies • Beneficiaries, losers and partners.

² http://www.cog.go.ke/images/Reports/COG_strategic_plan.pdf

- Section 4: Contains a risk analysis, implementation challenges and strategic alignment.
- Section 5: Contains monitoring and evaluation

An operational plan is included as an appendix.

Main activities:

The main functions of the CoG are to:

- Promote visionary leadership
- Share best practices
- Offer a collective voice on policy issues
- Promote Inter-County consultations
- Encourage and initiate information sharing on the performance of County Governments with regard to the execution of their functions
- Collective consultation on matters of interest to County Governments.

One of the key activities of the CoG is the organisation of the Devolution Conference which is held annually on a rotational basis under its leadership together with the Ministry on Devolution and Planning. The second Devolution Conference was held from 21st to 24th April 2015 in Kisumu County and brought together the key stakeholders of the devolution process.

Financing and human resources (employees)

The CoG has an executive staff of 4 officers: the Chief Executive Officer, the Head of Administration, a Programme Officer and a Procurement Officer.

Transparency and accountability

The organisation shows a well-structured system to provide information through its website, including activity reports and audits.

Communication strategy

The council's has a comprehensive and dynamic webpage that includes news, information on its members, staff, procurement, reports as well as references to success stories. The CoR hosts a second web page devoted to the Devolution Conference and holds Twitter, Facebook and Google + accounts.

MALI

4. Association des Régions du Mali

Year of foundation:

Information not available

Main objective:

Their objectives are:

- To articulate local government needs and expectations to the Government,
- To provide a national platform for local government,
- To provide services to strengthen local authorities;
- To negotiate the on-going decentralization of functions and resources;
- To provide a place to network with peers

Legal status:

The Association has legal entity based on public law

Organization:

Information not available

Members:

The type of membership is voluntary and it is open to the 9 regional governments plus the district of Bamako.



Strategic Plan

Information not available

Main activities

Information not available

Financing and human resources (employees):

Its annual budget is \$US 74.000 (\$US 50.000 from local funding and \$US 24.000 from international cooperation)

Transparency and accountability

Information not available

Communication strategy:

The association's web page is not currently working.

NIGER

5. Association des Régions du Niger (ARENI)

Year of foundation:

2012

Main objective:

The ARENI aims to support the Nigerien regions in negotiations with the central government concerning the transfer of skills and developing approaches. The main objectives of the association are: articulate local government needs and expectations to the Government; provide local government with a national platform; provide services to strengthen local authorities; negotiate the on-going decentralization of functions and resources; and provide a place to network with peers.

Legal status:

The Association has legal entity based on private law.

Organization:

Information not available

Members:

Membership is compulsory and brings together regional governments and decentralised communities.



Strategic Plan:

Information not available

Main activities:

Information not available

Financing and human resources (employees)

Information not available

Transparency and accountability

Information not available

Communication strategy

The association has neither web page nor presence in social media.

NIGERIA

6. Nigeria Governors Forum

www.nggovernorsforum.org

Year of Foundation:

1999

Main objective:

The mission of the Forum is to provide a platform for collaboration amongst the Executive Governors on matters of public policy; to promote good governance, sharing of good practice and to enhance cooperation at state level and with other arms of government and society.

It also seeks to promote unity, good governance, better understanding and co-operation among the States and to ensure a healthy and beneficial relationship between the States and other tiers of government.

Legal status

The Governors Forum is a non-partisan association registered under Part C of the Companies and Allied Matters Act, (CAMA), 1990. It also draws its legality from Section 40 of the 1999 Constitution of the Federal Republic of Nigeria

Organization:

The Forum is led by a chairman, a director, two executive directors (one for finance and administration and another one for strategy), six advisors and the Secretariat which has a staff of 22 people.

Members:

The Nigeria Governors' Forum (NGF) is a coalition of the elected Governors of the 36 Nigerian states.

Strategic Plan:

Information not available

Main activities:

- Development of policies in the fields of governance, health, economy, education and knowledge.



- State Visits (with the mandate from the National Economic Council.).
- The State Peer Review Mechanism (SPRM) (Modelled after the African Peer Review Mechanism (APRM), the program is customized to the sub-national Nigerian context, technically robust, and is the first of its kind worldwide. The initiative aims to evaluate the performance of state programs and initiatives as a vehicle for gathering, supporting and sharing best practice);
- Polio Eradication Programmed (in collaboration with the Bill and Melinda Gates Foundation)

Financing and human resources (employees)

The technical secretariat has six advisors and a team of twenty two people dealing with a wide range of responsibilities.

Transparency and accountability

Information not available

Communication strategy:

Although the association has not a formal communication strategy, its web page is well structured and provides useful and updated information. The Forum has a dynamic presence in social media through Facebook, Google+, Twitter and Youtube accounts.

ASIA AND DE PACIFIC AREA

Asia has three different kinds of states:

- Federal states as India (29 states and seven union territories), Nepal (14 zones) or Pakistan (4 provinces, 2 autonomous areas and 2 territories).
- Decentralised states, in which the central government has delegated some of its powers to regional authorities as China (22 provinces, 5 autonomous regions, 4 province-level municipalities, and 2 special administrative regions);

Indonesia (34 provinces, of which 5 provinces have special status) and Philippines (1 autonomous region subdivided into 5 provinces and 113 other provinces and independent cities grouped into 16 other non-autonomous regions)

- Unitary republics or monarchies as Bangladesh, Vietnam or Cambodia.

Because of these different territorial structures, provincial organizations have clear differences between them. The Bangladesh Union Parishad Forum (BUPF) is one of the oldest and lowest local government systems in the region. It has been functioning for more than hundred years promoting the rural development of the country and nowadays is functioning as an association of regions. The case of Nepal with the Association of District Development Committees of Nepal is very similar. It is a national platform for local governments, aiming to strengthen their capacities and to improve the on-going decentralization of powers and resources.

The Union of Local Authorities of the Philippines allows local governments to discuss national and local issues affecting the country. Another Philippine association is the League of provinces of Philippines which objective is to articulate and crystallize issues affecting provincial and metropolitan government administrations. It is the only association that clearly says that serves to secure, through proper and legal means, solutions to problems confronting local governments.

India is one of the most experienced countries in the field of local governments' integration. The All India Institute of Local Self Government, founded in 1917 aims not only to strengthen the capacities of regional governments but to provide their citizens with better living conditions by meeting their aspirations in terms of civic amenities, infrastructure and better environmental conditions.

Other countries, as Indonesia, with two associations (the Asosiasi Pemerintahan Provinsi Seluruh Indonesia and the Association of Indonesian Regency Government) show the intention to develop cooperation and partnership between the provincial governments and the central government, in order to support the success of the regional administration and local autonomy. The Federation of Sri Lanka Local Governments Authorities aims to co-ordinate a unified approach among local government authorities to resolve common issues

and develop participatory governance for the wellbeing of citizens but also to increase the voices and effective participation of councillors in local government planning, development and decision making within the framework of participatory democracy and an associative spirit.

In relation with the issue of transparency, there are three associations, India, Nepal and Sri Lanka, which have declared in the survey to present clear mechanisms for conducting internal audits.

INDIA

1. All India Institute of Local Self Government

www.aiilsg.org

Year of foundation:

1917

Main objective:

The main emphasis of the Institute's work is to see that the local bodies can contribute more effectively to the development process and provide the citizens with better living conditions by meeting their aspirations in terms of civic amenities, infrastructure and better environmental conditions thus contributing to social and economic development of the society as a whole by better management of the human settlements. While this is the long term objective, the more immediate ones are:

- To advance the knowledge of the principles and practices of local Government by conducting research work and by organizing training courses and programs at various centres in India for officials and elected representatives in the local bodies.
- To strengthen and improve local government institutions by improving their performance through education, orientation training and bringing them together for common endeavour by organizing specialized conferences, conventions and seminars.

- To make available a platform for members of local bodies and officials for exchange of views and ideas related to urban development and administration.
- To represent the views of local authorities supported by research work to the concerned higher authorities from time to time.
- To publish bibliographies, articles, books and other literature on matters of interest to local bodies.
- To publish journals, bulletins, and other literature on different aspects of local government and on the working of local bodies in different states.
- To undertake research studies in public administration, problems of local bodies and also in related topics of urban and environmental factors and arrange for their publication etc.
- To establish and maintain an information--documentation service for local bodies.
- To undertake assignments in various areas of urban development and problems of local bodies with a view to improve and develop organizational, managerial and operational efficiency.

The Institute has been assisting the concerned government departments and agencies both at Central and State level and collaborating with universities, organizations, research institutes and other training institutions. The work of the institute covers several aspects involving a multi-disciplinary team work in the field of urban and regional development and management.

Legal status:

Association of local and regional governments based on private law.

Organization:

The Board of Directors oversees the organization ensuring that programs are being carried out as planned and are consistent with the objectives, principles and values of the organization. The Executive Director advises the 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.

The General Assembly meets annually.

Members:

Information not available

Strategic Plan:

The association' has a written multi-year strategic plan developed in participatory manner describing what LGA does and is loosely connected to long-term goals and ongoing activities.

Main activities:

Specialised training programmes and projects in all kinds of fields (e.g. diploma course for sanitary inspectors, diploma in local government service, diploma on local self-government, and firemen certificate course).

Financing and human resources (employees):

The annual budget from local revenue is U\$S 11.075.092. The association has capacity and resources to develop high quality project proposals and win additional funding and implement activities in line with its strategic objectives.

The number of members of the board of directors is 10 (80% male); the number of members of the high level managerial staff is 32 (100% male); the number of members of the technical staff is 20 (100% male); the number of members of the service is 50 (100% male). The other type of employees in the association is visiting faculty, honorary, and contractual Staff

Transparency and accountability

The association has a mechanism for conducting internal audits (that reports to the highest level of the association).The association exercises internal financial control rules and regulations, ensuring compliance with financial management policies and procedures.

Financial administration and management implements and follows a comprehensive set of written policies for administration of funds, covering expenditure authorization and other financial management and accounting procedures. There's evidence of mechanisms ensuing timely liquidity monitoring, management of cash flow, budgeting, financial

statements, financing operations, auditing, insurance management taxation, solvency planning.

According to the survey, 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.

Staff roles, job descriptions and responsibilities: Staff knows and agrees on their tasks, responsibilities, authorities, and accountabilities to ensure results. Written organizational chart and job descriptions reflect roles and are regularly updated.

Recruitment of all staff has been 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. The staff is highly motivated to achieve results and productivity is high.

Communication strategy

It has a website and a Facebook page. The association has Internet access and a printed newsletter. There is a written communication strategy which identifies the information required by membership; specifies how information will be sourced and processed prior to dissemination; outlines best methods of disseminating different categories of information.

INDONESIA

2. Asosiasi Pemerintahan Provinsi Seluruh Indonesia

www.appsi.or.id

Year of foundation:

1999

Main objective:

The association has the intention to develop cooperation and partnership between the Provincial Governments and the Central Government, in order to support the success of the regional administration and local autonomy, as well as the realization of prosperity, justice and public welfare. Other objectives are:

- Encourage the establishment of a democratic organization of the Provincial Government, professional, clean, reliable, and responsible;
- Maintaining diversity of local communities while strengthening the bond of nationality;
- Encourage and facilitate cooperation between regions, local government and third parties as well as international cooperation agencies;
- Provide information and exchange experiences in the implementation of the Provincial Government;
- Build a common understanding of the perception of the role of the Governor in accordance with the dynamics and challenges faced

Legal status:

Information not available

Organization:

It has a management board.

Members:

Provincial governments

Strategic Plan:

Information not available

Main activities

Information not available



Financing and human resources (employees):

Information not available

Transparency and accountability

Information not available

Communication strategy:

The web page is not available in English.

NEPAL

3. Association of District Development Committees of Nepal (ADDCN)

www.addcn.org.np

Year of foundation:

1995

Main objective:

- Promote participatory self-governance and development;
- Disseminate and keep both the government and parliament informed on district development initiatives and DDC activities;
- Facilitate the process of sustained development at district levels based on people's participation;
- Strengthen the capabilities of DDCs through information, advisory, training, technical and professional supports and services;
- Establish District Development Fund for enhancing the resource base of DDCs;
- Establish linkage and twinning relations with like-minded national as well as international institutions and also make them familiar with decentralization efforts in Nepal

Organization:

DDCN has a council, an executive committee and a secretariat based in Kathmandu. Each district is represented in ADDCN council, which functions as the sovereign body. DDC Chairperson and Vice-Chairperson are ex-officio members, while other two members, at least one woman, are elected from among the DDC members of the member districts. Generally, the council meets once a year. For tenure of two and half years the Council elects officials of the Executive Committee. Out of 23 Executive Committee Officials, Chairperson and Vice-Chairperson are elected by council members, while 15 members of the committee are elected on regional basis, three (3) for each development region. The remaining six (6) members are nominated by the elected body ensuring that DDC leaders belonging to various minority political parties and women are included. The Executive Secretary General is appointed by the Executive Committee. A person having high academic credentials and national repute in decentralization and local governance areas qualifies to occupy this position. He is responsible for all policy and institutional affairs of ADDCN

Members:

The 75 Nepali Development District Committees

Strategic Plan:

The association has a strategic plan and an annual programme.

Main activities:

Training, legal support and advice on policies and management.

Financing and human resources (employees):

Annual budget in US Dollars: Local revenue US Dollars 7371; Transfers US Dollars 25.000; Cooperation funds US Dollars 89.318; Other US Dollars 9.757 (Grant from Central Government), so the annual budget is nearly U\$S 130.000 between local funds, grants and cooperation. Revenue from membership fees 50% of local authorities pay



membership fees which are mostly used to cover operational costs, while donors fund most of the programmes and activities.

At least two other sources of self-generated income that together provide minimum of 10% of revenues.

They have evidence of mechanisms ensuring timely liquidity monitoring, management of cash flow, budgeting, financial statements, financing operations, auditing, insurance management taxation, solvency planning.

The 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.

The High Level Managerial Staff are 2 (male); the Technical Staff is 1 (male). About the Administration, the number of members of the Service Staff is 2 (male), and the number in other staff not in previous categories is 1 (male). The other type of employees in the association is consultants in specified job on periodic basis.

They have an institutional organizational structure appropriate for the institutional purposes, and staff receives competitive wages. Nevertheless, technical staff is not sufficient. In fact, the major deficiency is insufficient expertise Administrative staff is not enough and the major deficiencies are the lack of concurrent budget to spend.

Technical staff has adequate capacities to perform its job duties but the major deficiencies are the lack of additional trainings. Though, the association did not provide training to the technical staff last year.

Staff knows and agrees on their tasks, responsibilities, authorities, and accountabilities to ensure results. Written organisational chart and job descriptions reflect roles and are regularly updated.

Some staff members are recruited on merit while others are not. 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.

Transparency and accountability

Information not available

Communication strategy:

It has a website and a Facebook page. The association has Internet access and a printed newsletter. They have an unwritten communication strategy with inadequate resources and capacity for communication function.

According to the survey, key lobbying and advocacy positions are presented in credible, coherent, defensible and persuasive manner, using empirical information and providing viable alternatives, suggestions and concrete solutions for improvement. They have an appropriate written lobbying and advocacy strategy being implemented with skills and resources.

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.

In addition, there is an evidence of active participation, contribution and synergy building with relevant local, regional and international networks. The association contributes and proactively uses networks to improve chances of achieving its goals and objectives.

PHILIPPINES

4. League of provinces of Philippines

www.lpp.gov.ph

Year of foundation:

1991

Main objective:

The League of Provinces of the Philippines primarily aims to ventilate, articulate and crystallize issues affecting provincial and metropolitan government administrations. It

likewise serves to secure, through proper and legal means, solutions to problems confronting the locales.

The specific objectives of the League are:

- To foster unity and cooperation among the provinces of the country;
- To provide a cohesive force that embodies the sentiments and aspirations of member provinces;
- To serve as a forum of discussion and feedback, mechanism on policies affecting local governments;
- To collaborate with national and other local government agencies in attaining efficient and effective inter – governments relations to provide development programs that will enrich and upgrade the capabilities of local governments units;
- To involve League officers and members in international associations, conventions, and seminars.

Legal status:

Organization mandated by the Local Government Code of 1991.

Organization:

Information not available.

Members:

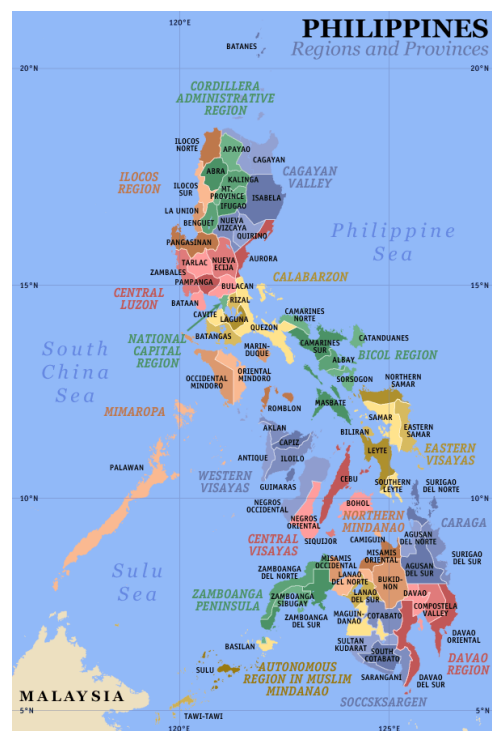
79 provinces

Strategic Plan:

Information not available

Main activities:

It cooperates with national agencies and international organizations for development and capacity-building efforts. The members are also linked to different platforms of exchanges with



institutions and organizations. Its programmatic themes under its Strategic Plan of Action are local governance, corporate nature of local government units, merit /recognition for provinces, educational exchanges, and provincial cooperation through replication of best practices. Other services are inclusion provision of policy proposals, information and knowledge sharing, establishment of cooperation with the private sector and international organizations/institutions.

Financing and human resources (employees):

Information not available

Transparency and accountability

Information not available

Communication strategy:

Information not available

SRI LANKA

5. Federation of Sri Lanka Local Governments Authorities (FSLGA)

fslga.lk

Year of foundation:

2007

Main objective:

Their Mission is to coordinate a unified approach among the Local Authorities, whilst increasing their effective participation, strengthening their functions and capacity to facilitate their joint actions, establishing good relations, through influential representations at forums and gathering, through sharing best practices, and expertise and maintaining linkages and collaborative relations locally, nationally and internationally.

The objectives are:

- Articulate local government needs and expectations to the Government.
- Provide a national platform for local government.
- Provide services to strengthen local authorities.
- Negotiate the on-going decentralisation of functions and resources.
- Provide a place to network with peers

Legal status

It is a national association of Institutions (municipalities, regional governments) in a unitary country. The Association has legal entity based on private law (e.g. NGOs, Corporations) and the type of membership is voluntary

Organization:

FSLGA is an affiliated body of the Commonwealth Local Government Forum (CLGF), the International City & County Managers Association (ICMA) and the United Cities and Local Government (UCLG). The president of FSLGA is currently the board director of the CLGF for the Commonwealth Asia Pacific REGION and for the Asia Pacific Region of UCLG (ASPAC).

The Board of directors of the Federation is currently composed by 43 members (12 women).

The Board of Directors was elected in accordance with the statutes currently in effect, really oversees the organization, understands 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 Statutes and ensures that the rest of the organization does as well.

Members:



The Federation is integrated by the 17 regional governments and the 144 local governments.

Strategic Plan:

According to the survey, the association has a clear vision and an effective strategic business planning, working committees, a good communication plan and good relations with other stakeholders.

Main activities:

The Federation focuses its activities in two main areas:

- Advocacy: the Federation has undertaken several initiatives to promote decentralisation and enhance the role of local government through its participation in legislative processes. Key advocacy positions are presented in credible, coherent, defensible and persuasive manner, using empirical information and providing viable alternatives, suggestions and concrete solutions for improvement.
- Technical assistance and training programmes conceived to strengthen its affiliated political and administrative capacities.

Financing and human resources (employees):

The annual budget is divided in local revenues, U\$S 8.000, and other revenues, mainly from international organisations, U\$S 30000.

Concerning human resources, the Federation is run by 2 high level managers (both male); 5 technical staff (2 women); and 7 members of the service (2 women). According to the survey, the institutional organizational structure is appropriate for the institutional purposes although technical staff is not sufficient, has no sufficient expertise and there's a clear lack of budget.

Transparency and accountability

The association has a mechanism for conducting internal audits, that reports to the highest level of the association. The association requires formal internal reports and answers these reports with real internal change. To characterize the association's planning one could say that it has written elaborate strategic plan developed in participatory

manner; 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.

Communication strategy:

It has a website and a Facebook account. The association has Internet access and a printed newsletter.

LATIN AMERICA

The regionalization process in Latin America is quite heterogeneous and divers. According to the level of autonomy, competences and resources assigned to intermediate governs, three groups of countries should be distinguished:

- Federal countries (Argentina, Brazil and Mexico)
- Regionalized countries (Bolivia, Colombia, Ecuador, Peru, and Uruguay)
- Centralized countries (Chile, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panamá, Paraguay and Venezuela).

The three federal countries in the region are the most populated and those holding the strongest economies. They are structured on three levels of government, central government (federal government), federal states and municipalities. Federal states (provinces in Argentina) are democratically elected and attributed with strong competences, resources and legislative capacity.

Within this group, Mexico is the only one having a structured and well recognised association, CONAGO, gathering governors and advocating to promote states interests vis-à-vis the federal government. Brazilian states are not organized in a common platform with the exception of FONARI, an association of municipal and state managers of international relations. And Argentina shows some experiences assembling provinces in what we could define as macro-regions or inter-provincial integration platforms with the aim of sharing services and coordinating policies.

The countries included in the second group have experienced a strong decentralisation process throughout the last decade resulting in the consolidation of intermediate governments as key territorial actors. Departments in Colombia, Bolivia or Uruguay, regions in Peru and provinces in Ecuador enjoy a non-negligible degree of political autonomy and are attributed with relevant competences and resources.

Except in Bolivia, intermediate governments in those countries have created common platforms dealing with the political dialogue with the central government and ensuring coordination and lobbying for their interests. In some cases, associations also provide training services, technical assistances and tax management (e.g. the Departments Federation in Colombia manages taxation of alcoholic beverages).

Finally, the third group is composed by less decentralised countries where intermediate governments have limited powers and resources and are, in some occasions, a mere de-concentrated administrative structure of central governments. This is the case of Chile or El Salvador, where regional “intendentes” or governors are still nominated by the President of the Republic. This group also includes Venezuela, a county that is formally federal but has evolved towards a highly centralized political system.

Even though Latin America has seen the creation of two platforms of intermediate governments aiming at covering the whole region, OLAGI and ZICOSUR, their advocacy and operative capacities are quite limited and their real impact is low. However, at a time of significant evolution of the role of intermediate governments, their potential to enhance this evolution and become relevant tools of the integration process has to be underlined.

REGIONAL PLATFORMS

1. Organización Latinoamericana de Gobiernos Intermedios (OLAGI)

www.olagi.org (currently not working)

Year of foundation

2004

Main objective

OLAGI promotes and champions the common interests of intermediate governments in Latin America and the Caribbean, through the generation of mutual cooperation initiatives, strengthening governance, the relationship with international organizations committed to the development agenda at the territorial level and the permanent production of information for land management.

Legal status

Private international non-profit organisation

Organization

Information not available

Members

65 intermediate governments from 11 countries

Strategic Plan

Information not available

Main activities

- Advocacy: promote decentralisation and the role of intermediate governments in Latin America.
- Training: OLAGI launched in 2014 the ESCOLAGI, the training school of the organisation aiming at strengthening the capacities of intermediate government's representatives and promoting academic programmes in the field of territorial development and governance.

Financing and human resources (employees)

Information not available

Transparency and accountability

Information not available

Communication strategy

The organizations' web page is currently not working.

2. ZICOSUR

<http://www.zicosur.org.ar/>

Year of foundation

1997

Main objective

The main objective of ZICOSUR is to achieve the integration of the region in the international context from a competitive point of view, developing foreign trade with international markets through the coordination of communication routes, as well as promote social and cultural integration, as a mechanism to achieve economic and social development of the regions within it.

It has a series of specific objectives:

- To coordinate efforts to optimize the production capacity of the regions involved, promote the expansion and diversification of trade and ensure the establishment of productive investment and new technologies in the area to increase the agricultural, agro-industrial, energy and hydrocarbon potential.
- To promote the interconnection of the fluvial waterways with the bi-oceanic communications network and develop multimodal transport schemes enhancing the rail bi-oceanic corridor. Achieve gradual energy integration promoting investments in power engineering and gas; optimize border crossings, and streamlining border control agencies in the countries of the region.
- To promote sustainable development.
- To promote tourism integration through the spread of regional routes and facilitating the free movement and entry of tourists.

Legal status

It has no legal status.

Organization

The institutional structure of ZICOSUR is envisaged in the Campo Grande Protocol approved during the extraordinary meeting held in Campo Grande (Brazil) in 2005.

- General Assembly: the highest instance of the organization, it is composed by governors representing all the members of the platform and presided by the one hosting the annual meeting. The GA is aimed at leading the organization and defining its political priorities.
- Governors' steering Committee: composed by 3 governors, coordinates the implementation of the decisions adopted by the GA.
- Pro tempore Executive Secretariat: technical structure hosted by the President and responsible of the operative implementation of the political decisions taken by the GA.
- Thematic commissions: 10 thematic commissions have been established to share knowledge and experiences among members, to develop joint projects and to advocate on front of national governments to defend members' interests.

The organization works closely with the private sector, through the ZICOSUR entrepreneurship network, and the academia, through the organization of an annual ZICOSUR Universities' Forum.

Members

Zicosur is currently integrated by 44 regions in 6 different countries

- Argentina: Catamarca, Chaco, Corrientes, Formosa, Jujuy, Misiones, Salta, Santiago del Estero, Tucumán
- Brazil: Mato Grosso do Sul
- Peru: Arequipa, Moquegua, Puno, Tacna
- Paraguay: Alto Paraguay; Alto Paraná; Amambay, Boquerón, Caaguazú, Caazapá, Canindeyú, Central, Concepción, Cordillera, Guairá, Itapúa, Misiones, Ñeembucú, Paraguari, Presidente Hayes, San Pedro
- Bolivia: Beni, Chuquisaca, Cochabamba, Oruro, Pando, Potosí, Santa Cruz, Tarija

- Chile: Antofagasta, Arica y Parinacota, Atacama, Tarapacá

Strategic Plan

Information not available

Main activities

- Institutional activities: organisation of annual assembly and thematic commissions meetings; communication and dissemination of activities and results.
- Advocacy: to promote their members interests towards national governments and in the framework of the regional integration process.
- Provision of information on commercial tradeshow, a database of export companies, an investors' facility and an e-commerce system.

Financing and human resources (employees)

Annual budget: 500.000 US\$

Staff: 3 members, including Pro-Tempore Secretary

Transparency and accountability

No specific policy.

Communication strategy

Its web page has not been updated since October 2014.

ARGENTINA

3. REGIÓN NORTE GRANDE ARGENTINO

www.regionnortegrande.com.ar

Year of foundation

1998

Main objective

Norte Grande is one of the four regions in Argentina and has, as a main objective, to promote and strengthen the integration process of the Northern provinces.

Legal status

Has no formal legal status. It is run according to an inter-provincial integration agreement adopted in 1999.

Organization

The Interprovincial Integration Treaty established the Regional Council of Norte Grande (CRNG) which is structured in the following governing bodies:

- The Board of Governors, the highest authority of the Council, is composed by the governors of the provinces. Its main mission is to define the main political, institutional and administrative guidelines of the Council.
- The Executive Board composed by one Minister of every province, ensures the executive functioning of the Council.
- Coordinating Committee (composed by two governors, one representing the eastern provinces and the other the western ones) ensures the proper functioning of the Executive Board.
- Executive Interministerial Committee on Regional Integration (CEIIR)

However, since 2008 the institutional activity of the regional council seems to be suspended.

Members

10 provinces: Catamarca, Chaco, Corrientes, Formosa, Jujuy, La Rioja, Misiones, Salta, Santiago del Estero and Tucumán.

Strategic Plan

Information not available

Main activities

Between 1998 and 2004 the region showed an intense activity focusing on the institutionalisation of the different governing bodies. In 2004, the Charter of the Regional Council was approved in Resistencia (Province of Chaco) in what it seems the last official act of the Board of Governors.

During that period, the region promoted some prospective studies in certain fields of common interests, especially in transport, infrastructures, energy and attraction of investment.

In 2008, the First Legislators Forum was convened. However, it did not have a follow up afterwards.

From that date, no activity is reported except the information provided through the regional news portal.

Financing and human resources (employees)

Information not available

Transparency and accountability

No specific policy.

Communication strategy

Its web site is updated on daily basis.

BRASIL

4. Fórum Nacional de Secretários e Gestores Municipais de Relações Internacionais (FONARI)

blogfonari.wordpress.com

Year of foundation

2005

Main objective

It aims at promoting interests and articulating actions of Brazilian local governments and states in the field of international relations. It seeks at strengthening their capacities to operate as a legitimated actor in the international scene and to maintain a fluent dialogue with other levels of government and with the academia, private sector and civil society.

Legal status

Non-profit private association

Organization

The Statutes of FONARI establishes the following bodies:

- General Assembly, gathering all the members of the association
- Executive commity, composed by 4 members
- President (Coordiantor) and a Vice-president (sub-coordinator) elected among the members with a mandate of two years
- Executive Secretariat ensured by the President

Members

28 municipalities (Aceguá, Bagé, Belo Horizonte, Brasília, Campinas, Canoas, Contagem, Curitiba, Diadema, Fortaleza, Goiânia, Guarulhos, Jaboatão dos Guararapes, Jundiaí, Maringá, Osasco, Porto Alegre, Recife, Rio Branco, Rio de Janeiro, Santos, Santo André, São Bernardo do Campo, São Carlos, São Luís, São Paulo, Sorocaba and Vitória) and 10 states (Minas Gerais; Pernambuco; São Paulo; Rio Grande do Sul; Rio de Janeiro; Espírito Santo; Paraná; Santa Catarina; Goiás; Bahia).

Strategic Plan

Information not available

Main activities

FONARI concentrates its efforts in the following activities:

- Advocacy: promoting the interests of local governments and states towards other levels of government, especially the federal state, in the field of international relations. The association has made a great effort working with the national legislative bodies in order to better recognise international action of municipalities and states.
- Coordination: articulation of joint efforts to enhance local and state international policies and activities.
- Training and exchange of experiences.
- Research and knowledge on internationalisation of local governments and states.

Financing and human resources (employees)

The pro tempore Presidency ensures the functioning of the Executive Secretariat with its own resources (human and financial).

Transparency and accountability

No specific policy.

Communication strategy

FONARI has a webpage and Facebook and Twitter accounts. The three channels are fully updated and provide information on the activities launched by the association and information on the association and its members.

(COLOMBIA)

5. Federación Nacional de Departamentos de Colombia (FND)

www.fnd.org.co

Year of foundation

1994

Main objective

To promote territorial autonomy and to strengthen and deepen the decentralisation process established in the 1991 Constitution as means to face the challenges of development.

Legal status

The FND is defined as a non-profit public entity.

Organization

The FND is organized around the following bodies:

- The General Assembly is the highest instance of the Federation and gathers the 39 governors.
- Steering Committee: composed by 7 governors, among which the President and Vice-President, elected for one year periode by the National Assembly, and one governor for each of the five regions iin which the country is divided (Amazonía, Caribe, Eje Cafetero, Pacífico, Sur)
- Executive Director: nominated by the General Assembly

Together with those institutional bodies, the Secretary General, nominated by the Executive Director, assumes the administrative functions and an auditor is nominated by the general Assembly for one year periods to ensure fiscal control.

Members of the FND work in thematic committees to address the different subjects related to thyeir interests. Committees can be both, political (working groups composed by governors) or technical.

Members

The FND integrates the 32 departments of Colombia.



Strategic Plan

Despite the web page of the FND includes information on the 2012-2013 Action Plan, the document is not available and there is no information on the current plan covering the 2014-2015 period.

Main activities

- Advocacy: the FND works to strengthen political and financial decentralization process in Colombia and its impacts at departmental level. The FND promotes in front of the National Congress and the Central Government, legislative and reform initiatives to enhance the role of departments.
- Specific programmes in anti-smuggling policies, agriculture, infrastructures, education, housing or mining.
- Advise departments, provides training and technical assistance and promote technical studies in certain fields of common interest.
- Boost the contact with national and international organizations in order to promote the exchange of technology and experiences in the field of management and territorial development.
- Ensure the design and development of comprehensive plans and development programs at the regional and national levels
- Represent departments at the various agencies, organizations and bodies in which, in accordance with the constitutional and legal provisions, have to participate.

Financing and human resources (employees)

The FND has its own financial sources and staff.

No information is available concerning the number of people working in the organization, neither on its budget.

It is important to highlight that, according to the Law 223 from 1995, the Federation has the responsibility of managing taxes levied on alcoholic beverages and tobacco. This circumstance provides the Federation with an important budget.

Transparency and accountability

The FND does not offer any information on his transparency and accountability policy.

Communication strategy

The FND has what it seems to be an effective and well-structured communication policy.

The organisations' web page offers information on the Federation, its members and news on current highlights on departmental issues. They are also present in social media with accounts in Facebook and Twitter, and publish the magazine "Autonomía Territorial".

ECUADOR

6. Consorcio de Gobiernos Autónomos Provinciales de Ecuador (CONGOPE)

www.congope.gob.ec

Year of foundation

2011

Main objective

- To promote and articulate provincial government needs and expectations towards national and international actors, especially the central Government, while strengthening the on-going decentralization process of functions and resources;
- To reinforce provincial governments institutional and operational capacities through a national platform of services.

Legal status

It is a public associative entity created and regulated under the Constitution and the Organic Code on Territorial Organisation, Autonomy and Decentralisation (2010).

Organization

According to its on-going Statutes, CONGOPEs' political governance is secured through:

- The General Assembly is the highest instance of the organisation composed by the 23 provinces represented by their Prefects
- The President is elected by the General Assembly

- The Vice-President is elected by the General Assembly
- Executive Committee is the highest executive body which secures the political, administrative and institutional leadership of the association. It is composed by the President, the Vice-President and three members elected by the general Assembly.

The executive management and administration of CONGOPE are secured by the Executive Director, proposed by the President and nominated by the Executive Committee, and its staff.

Members

The CONGOPE is integrated by the 23 provincial decentralised autonomous governments (Gobierno Autónomo Descentralizado) of Ecuador. According to the Organic Code on Territorial Organisation, Autonomy and Decentralisation, membership is compulsory.



Strategic Plan

Despite the CONGOPE has declared in the survey to have a well-conceived and demand driven Strategic Plan, which contains medium and long term objectives, specific action strategies and programmes and a financial plan, the document is not available on the associations' web page.

Main activities

CONGOPE focuses its political and institutional action towards the following activities:

- Advocacy: the association has a strong role in the political dialogue with the central government and the legislative power. In the recent years CONGOPE has participated in the elaboration process of several laws (e.g. in 2014, laws in key domains as water, territorial planning and gender).

- Coordination: a special focus is given to the coordination and articulation efforts with other levels of government, local and central.
- Capacity building: CONGOPE offers technical assistances and training modules to its members with the aim of reinforcing their institutional and operative capacities and strengthen territorial potentials.
- International cooperation: the association promotes the establishment of cooperation agreements with international partners with the aim of financing its own activities and those of its members.
- Dissemination and communication: the CONGOPE has a strong communication policy addressed to disseminate its own activities and those from its members.

Financing and human resources (employees)

Financial resource base is diverse, with good balance between the percentage of total budget funded by members and alternative revenue sources.

Transparency and accountability

CONGOPE has a consistent and well defined transparency and accountability policy.

Through its web page, the association offers information on organizational issues, salaries, services, public procurement and contracts, budget, including loans and per diems, internal and external audits and accountability reports.

Communication strategy

CONGOPE has a consistent communication policy. The association's web page offers well-structured information on the association and its members as well as news on territorial matters and other subjects related to province's competences and responsibilities.

The association manages an on-line library, with access to a wide range of publications and resources; a printed newsletter and Facebook and Twitter accounts.

MEXICO

7. Conferencia Nacional de Gobernadores (CONAGO)

www.conago.org.mx

Year of foundation

2002

Main objective

The National Conference of Governors (CONAGO) is a permanent forum, which seeks to strengthen federalism through democratic mechanisms, maintaining full respect for the institutions of Mexico. This is an inclusive space, open to all entities, regardless of political parties.

The National Governors' Conference is a permanent forum for dialogue, consultation and meeting between the Holders of the State Executive and others, with the commitment to promote a democratic and federalist vision from within the federal states, to strengthen spaces institutional and privilege agreements that affect the development and welfare of all Mexicans.

Legal status

CONAGO has no legal entity yet and operates as an informal platform for political dialogue among governors and the federal government.

Organization

It operates through the National Conference of Governors which gathers the 32 state governors from the country. The Conference, which is mostly hold every four months, works in a political agenda defined to reach outstanding agreements contained in a political declaration. Those agreements normally involve the Federal Government.

Governors are also called to work on thematic Committees created to deal with specific themes of common interests (there are currently 38 committees). .

The Executive branch of the CONAGO is secured by the staff of the Governor assuming the Presidency.

Members

It is integrated by the 32 state governors of Mexico whose participation is voluntary.

Strategic Plan

It varies and is adjusted by each chairman at the rotating presidency, also by the working agenda of any of the 38 committees.



Main activities

- It promotes the strengthening of the states to contribute more to national development and to have the resources and responsiveness to the needs of their communities.
- It reaffirms the commitment of the states to the federal pact and the duty to promote a genuine political process of decentralization and strengthening of federalism.
- It also proposes inclusive design programs that meet the demands of security, justice, social welfare, democracy and transparency.
- It carries out projects and political, economic, social and legal studies in order to discuss and propose solutions on issues relating to budgetary policy, transfer of powers and resources, social development, public safety, public services, development and decentralization processes administrative, public investment policies, strengthening local governments and intergovernmental relations.
- It develops different projects on international cooperation, professional searching, surveys, conferences, academic studies, cultural and artistic presentations are some of the current activities addressed at the international level promoted by the CONAGO, along with the search of new partners around the world, and new ways

of improving, strengthening and widening the international agenda of the local governments.

Financing and human resources (employees)

The 32 members of the CONAGO pay a regular fee each year, according to their economic size and available budget. This contribution is used to pay the salaries of the employees at the technical secretariat (headquarters), paperwork, web site maintenance, support material for their meetings, transportation, among other administration expenses.

Transparency and accountability

The executive director or head of the CONAGO's ordinary staff, is responsible of delivering the annual reports of all the expenses and budget exercised according to the activities of the Conference. In some cases the current chairman, an specific governor, might increase or use all the budget available for some extraordinary activities. Therefore, the reports are presented by that chairman and before the ending of his presidency, in order to guarantee transparency, accountability and restore the standard budget, in case of any decrease.

Communication strategy

CONAGO has become a major political actor which has awakened the interest of civil society, media, private sector, and international actors. Therefore, it holds a strong communication policy addressed through conventional channels, web site, publications, etc. and a strong presence in the social media.

PARAGUAY

8. Consejo de Gobernadores del Paraguay

www.gobernadores.gov.py

Year of foundation

Information not available

Main objective

The main objective of the Council is to promote the decentralisation process in Paraguay and to strengthen the role of governors towards the central government and the legislative power.

Legal status

Information not available

Organization

The Council is the highest political instance of the organisation. No information on executive or administrative bodies is available.

Members

The Council is integrated by the 17 governors of the country.



Strategic Plan

Information not available

Main activities

Activities of the Council are mainly focused on advocacy strategies to secure the political dialogue between governors and the central government, the legislative power and the international community.

Financing and human resources (employees)

Information not available

Transparency and accountability

The Council has no specific policy on transparency and accountability.

Communication strategy

Despite having a web page and presence in the social media (Facebook), the Council's communication shows a lack of strategic dimension.

9. Asociación de Juntas Departamentales de la República de Paraguay (AJUDEPA)

This association has been included in the report to underline its existence. However, beyond the fact that it operates hosted by the vice-president of the country, there's no information available at all.

PERU

10. Asamblea Nacional de Gobiernos Regionales de Perú (ANGR)

angr.org.pe

Year of foundation

2007

Main objective

The main objective of the ANGR is to encourage, develop, deepen and champion the decentralization process in the country, representing and strengthening regional governments in its territory.

Legal status

Information not available

Organization

The leading instance of the ANGR is the Board of Directors which is alternately integrated by different governors.

Members

The association is opened to peruvian regions.

Strategic Plan

Despite not having a formal Strategic Plan, the ANGR declares to operate on the basis of the following strategic alignments:

- Strengthen human capabilities and operating conditions of regional governments;
- Promote regional integration, the creation of associations and fiscal decentralization;
- Institutionalize intra and intergovernmental relations;
- Promote decentralized management of territories;
- Strengthen the capacity of representatives of regional governments and
- Articulate strategies of alliance with the different levels of government, civil society and international cooperation.



Main activities

The organisation focuses its activities in three main areas:

- Advocacy: promoting the role of regional governments and defend their interests as well as those of regional operators vis-à-vis the central government, the legislative power and the international community.

Studies and technical assistance: with the aim of providing sound evidences of their political views, the ANGR promotes studies, technical reports and best practices in four different areas linked to four technical working groups.territorial planning, fiscal decentralisation and budget, conflict resolution and management, and education)

- Knowledge and experiences sharing: with the aim of reinforcing regional governments, the ANGR promotes the organisation of different kind of meetings

and events to share and exchange experiences, information and knowledge, with other levels of government (local, national and international) and with other stakeholders as the civil society, the academia and the private sector.

Financing and human resources (employees)

Information not available

Transparency and accountability

Information not available

Communication strategy

According to the quality of its website, the ANGR seems to have a consistent communication policy.

URUGUAY

11. Congreso de Intendentes

www.ci.gub.uy

Year of foundation

1943

Main objective

Its objectives are:

- To articulate local government needs and expectations vis-à-vis the government,
- To provide a national platform for local governments.
- To provide services to strengthen local authorities.
- To negotiate the on-going decentralization of functions and resource.
- To provide members with a space for them to network with peers.

Legal status

It has legal entity based on public law (Art. 262 of the Uruguay Constitution).

Organization

It has a classical structure, formed by 5 different governing bodies:

- The Council: integrated by the 19 Intendentes. The Council meets every month.
- The Board: formed by 3 the President and the 2 Vice-presidents elected by the Council.
- Councillors: political staff designed by the different political parties with representation in the Council.
- Executive Secretariat: secures the administrative support to the Council.

Members

The Council is formed by the 19 Departments of the countries. Membership is compulsory.

Strategic Plan

Information not available

Main activities

- Coordination of the policies led by the 19 departments.
- Guarantees the political dialogue with the central government and participate in the legislatives processes in issues under the departmental competences.
- Manages taxes on vehicles.



Financing and human resources (employees)

The annual budget is nearly U\$S 500.000.

The Council manages the vehicle tax

It is run by the 3 members of the Board of administration; the 16 councillors, high level managerial staff (6 women); 4 technical staff (1 woman) and 1 person in charge of service tasks.

Transparency and accountability

Beyond good political intentions contained in the survey and the recognition of the right to information (included in the website), the Council does not seem to have a coherent policy on transparency and accountability.

Communication strategy

The Council does not seem to have a very strong and well oriented communication policy. However, the website and the Newsletter offer information on the institution and their members as well as on local development and governance issues.

MEDITERRANEAN REGION

ALBANIA

1. Association of Albanian Regional Councils

www.acra.al (the website is not currently working)

Year of foundation

2000

Main objective

The association main goal is to deepening the decentralization process in Albania, strengthening the capacity of communes, municipalities and regions improving the institutional and legal framework to help local entities, and their ongoing information.

Legal status

Information not available

Organization

Information not available

Members

The association is composed by the 12 regions of the country.

Strategic Plan

Information not available

Main activities

Information not available

Financing and human resources (employees)

Information not available

Transparency and accountability

Information not available

Communication strategy

The association's website is currently not working. No information on the association is available on-line.

MoRoCCo

2. Association des Régions du Maroc

This association, the only one in the Arab world, has been included in the report in order to acknowledge its existence. However, as no answer was given to the survey and no website is currently working, no information is available.

V. MAIN CONCLUSIONS

The drafting of the present report has faced some serious constraints that have undermined the possibility of addressing clear empirical conclusions. The low number of responses received, only 11 associations from the 24 identified have answered the survey (some of them unfinished), and the scarce quality of the information and data available on the internet, does not allow presenting comprehensive and reliable conclusions. Furthermore, it is important to note that the survey has been conceived as a self-evaluation and, therefore, data and information delivered should be approached in a subjective manner.

The previous is a clear symptom of the weakness of most of regional government associations in mid and low-income countries. Excepting some relevant cases, as CONAGO in México, the FND in Colombia, CONGOPE in Ecuador or the All India Institute, most of the associations work with limited institutional and operative resources and show a serious lack of institutional and administrative capacities.

Though there are some examples of associations which are almost over hundred years old, most of them were created during the nineties of the last century or during the early years of the current one.

Their raison d'être is quite similar for all of them. In this sense, all associations or networks have among their objectives one the following:

- Promote dialogue with national states and other levels of government (mainly around decentralisation processes and local government powers and policies).
- Ensure coordination and exchanges between their members.
- Enhance the capacities of their members (for better governance and better policy and services delivery).
- Establish ties with international actors and identify opportunities for their members.

As a consequence, the main activities for all of them are quite similar: advocacy vis-à-vis national governments, training and capacity building on policy-making and service

delivery, communication, organization of events and conferences, development of technical projects, And when they have some sort of international activity it is mostly related to the participation in networks or fundraising.

Nonetheless, only some associations have a pool of capacity-building experts and capacity-building tools and programmes. Practically all of them express the need for improving the performance of regional authorities, making them even more effective (achieving higher standards of government, using better technologies, improving their governance with a good community participation and public ethics, developing and introducing innovative tools and expertise, and facilitating communication). And this is carried out by means of training, workshops and peer reviews.

In some cases, the associations are also in charge of directly implementing certain policies or programmes over the territory covered by their members (which is the case in some countries in Africa) or even deliver some services or tax management (e.g. Congreso de Intendentes in Uruguay and the Federación Nacional de Departamentos in Colombia).

Likewise, the capacity of influence on national policies depends on the structure, the story, the local and regional cultural context, the country priorities and the governance reform programs. But national governments (as it can see in the responses of the survey or in their web site) are called on to further recognize regional governments associations as key development actors and support their full-fledged participation, consultation and engagement in national and sectorial policy dialogues on regional development.

Some associations, through an adequate lobbying/advocacy policy claim to enable a legal framework to be considered for the national governments and programming mechanisms to allow regional governments to be taken into account and to strengthen decentralized cooperation.

As advocacy turns up to be one of the core activities for all the associations both at national and international level, further capacities should be developed for an increased impact.

There is not a direct link between their legal status and their mission. Depending on the country, we have observed three different categories:

- Associations registered as public bodies (in some cases created by a specific law passed by the national government).
- Associations registered as private entities.
- Associations not having legal personality.

Regardless of having or not having a public or private legal personality, almost all the associations have similar and classical structures with a president or chairman, a council or a board, a director or secretary general and technical staff (which are usually employed by a technical secretariat). According to the information gathered in most of the associations there is a strong gender bias with a high percentage of men holding decision-making positions.

The associations that answered the complete survey said that institutional organizational structure is appropriate for the institutional purposes, even when staff does not have competitive wages. The results of the survey point out that the number of technical and administrative staff is not enough and that there is a clear need for expertise.

In relation with their membership, it turns out that though in all of them regional/provincial governments are present, some of them are open to other local governments or even to certain sectors of the society (there are some cases in Africa and in Asia). However, membership of certain associations is not based on the regional government it-self, but on those representing the institution (e.g. Conferencia Nacional de Gobernadores in Mexico or Congreso de Intendentes in Uruguay).

All the associations represent regional and local governments and, in many cases, private actors, depending on their main objective. They try to raise the profile and concerns of regional governments at the national level. Many of them also have an international action, giving visibility to local governments in international forums and negotiations. In most of the countries associations represent and have on board all the peers, though in some limited cases not all the equivalent governments in a given country make part of the association.

The larger associations (more consolidated than the others) have strategic plans that show a clear vision and an effective strategic business planning, working committees, a good communication plan and good relations with other stakeholders. And, even if the mission

and vision and some sort of work plan of a high percentage of them can be clearly identified, in an important number of cases a strategic plan cannot be found.

It is interesting to highlight that those associations which answered the survey said that key information was available and that there were clear communication instruments. But, when having a look to the different associations, though most of them have a web site and a significant number have Facebook and Twitter accounts; only some of them have a clear communication strategy. Furthermore, there are an important number of associations having a web site which either is not working or it is not updated. This is the same when referring to their newsletters, in case they have; few associations have on-going and updated newsletters.

As it has been said before, even when the majority of the associations have a web site or a Facebook account, only a few of them seems to have a real communication policy as representative bodies of regional governments towards national and international institutions. Probably, this is the highest weakness for some associations. There is a need for clarifying the communication goals, their target groups, the messages that they want to communicate, relationship with media, the instruments and its evaluations. There is an issue with the communications instruments and the capacities of many associations to keep them updated on an ongoing basis.

Eventually, it is not surprising that beyond what the associations said in the survey, transparency and accountability have a long way to go (a clear example is the overall result of this survey). In many cases and with some exceptions, all the information is not available and when it is available it is not in clear and structured in a proper way. However, it is very notable the case of the Consorcio de Gobiernos Autónomos Provinciales in Ecuador which has a specific section on its web site devoted to transparency.