

Local Governance Assessment: An Entry Point for Reforming & Strengthening Anti-Corruption Measures in Egypt

تقييم الحوكمة المحلية:
مدخل لإعادة هيكلة وتقوية نظام مكافحة الفساد في مصر

Local Development Observatory (LDO)
Local Administration Reform Unit (LARU) – Ministry of Local Development

Introducing the LDO

Mission of the Local Development Observatory

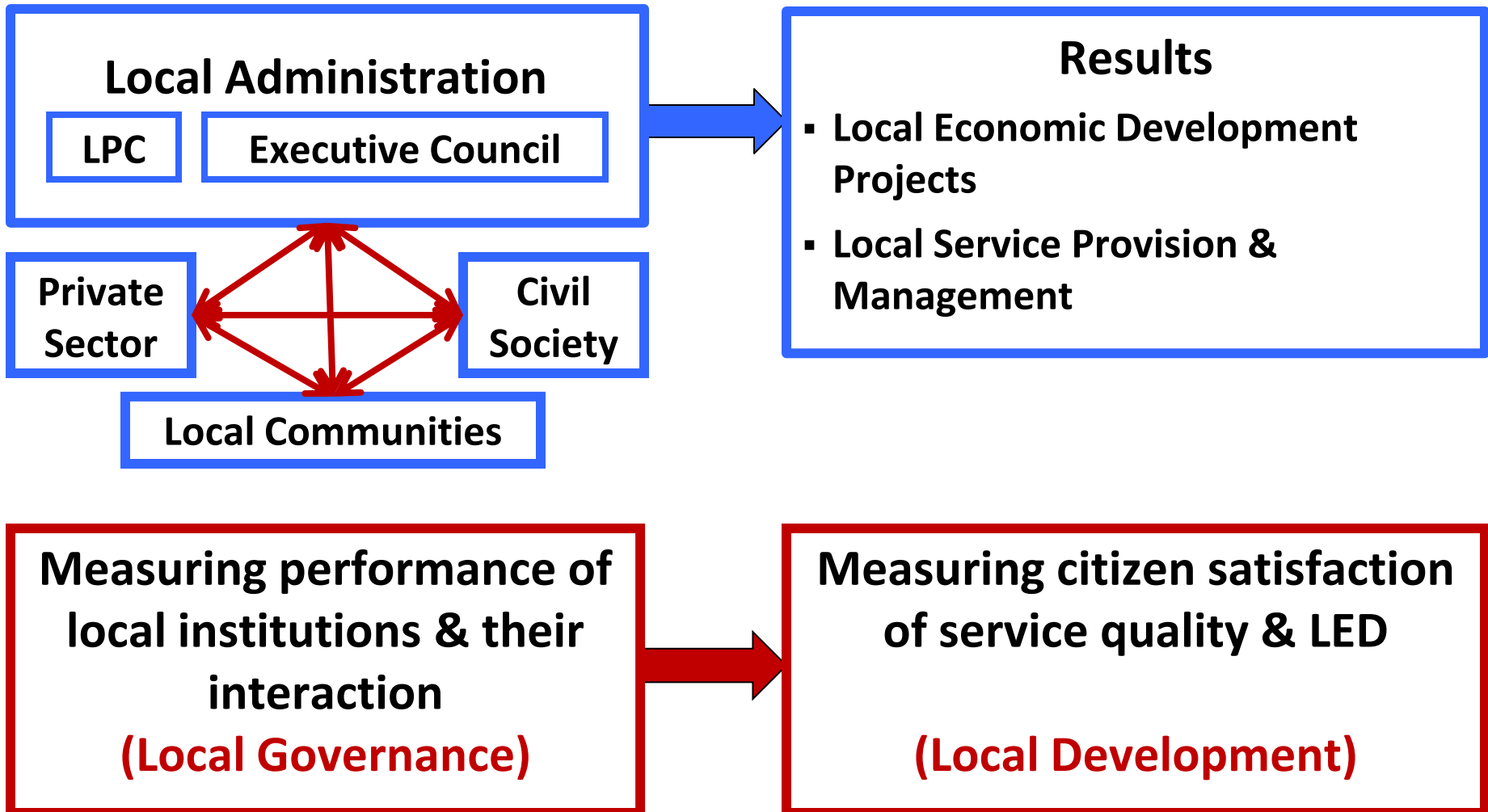
Support the role of MLD in observing the reality of local development, related issues and the performance and role of local institutions, as a basis for supporting policies and decisions for local development at the central level, as well as for enabling the local level to make better decisions for local development

مهمة مرصد التنمية المحلية

دعم دور وزارة التنمية المحلية في رصد واقع التنمية المحلية وقضاياها وتقييم أداء المؤسسات المحلية وفاعلية دورها، كأساس لدعم سياسات وقرارات المستوى المركزي نحو التنمية المحلية، ولتأهيل وتوجيه المستوى المحلي لصناعة القرارات التنموية المحلية بجودة أعلى

Introducing the LDO

What Does the LDO Measure?



Introducing the LDO

Measurement

- Developing indicators
- Piloting them
- Capacity for local ownership of indicators

Coordination & Networking

On good governance themes

- Among ministries
- With other stakeholders at national & local level

Advocacy

- Communicate to external actors
- create demand
- Lobby for change
- Policy advice



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Definition of Good Governance



- Good governance can be seen as the management of societal affairs & decision-making mechanisms through a balanced distribution of roles between central & local government (decentralization) and between government and non-government actors (civil society & private sector)
- It includes a responsive relationship between the government as a representative of service providers and citizens as service users
- Good governance also includes effective interaction & communication among local actors within the legislative, policy & administrative frameworks



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Dimensions of Good Governance

Efficiency



Capacity of local actors to implement projects & provide local services with least cost and in appropriate timing

Effectiveness



Quality of the end product of local service delivery and the level of citizen satisfaction

Participation



The level of participation of local actors (or permissibility to participate) in needs assessment, preparing plans & budgets, monitoring implementation & delivering services

Dimensions of Good Governance

- Transparency** → Easiness to obtain information concerning provision of local services and the degree of openness in relations between local actors
- Accountability** → Ability to question any local actor about its role in local service delivery with a view to hold it accountable; financially, technically & administratively
- Responsiveness** → Degree & speed of local actors in responding to the needs & requests of citizens concerning local services

Dimensions of Good Governance

Equity & Equality



Providing local services to all citizens on equal footing according to the principle of equitable opportunities

Rule of Law



Existence of laws & regulations that govern the performance & behavior of local actors and the level of their application

Combating Corruption



Existence of an effective system to prevent and combat corruption and the level of its application by all local actors



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Actors within Local Governance

Entities or institutions that play a role in local service delivery (service providers) or their role affect service delivery, including:

- **Local executive councils**
- **Local popular councils**
- **Local officials (local government employees)**
- **Civil society organizations**
- **Private sector**

Local Service Sectors being Assessed

The most significant local development sectors for citizens:

1. **Electricity Program**: street lightening & maintenance
2. **Local Roads and Transportation Program**: Road construction, paving, maintenance, bridges and ferries & parking spaces
3. **Environmental Improvement Program**: street cleanliness, SWM, coverage of canals, establishing & maintaining public gardens

- High hopes in post-revolutionary Egypt for **democratic & good governance**
- LGA can feed the coming legislative, institutional & functional reforms through an understanding of **the current status of governance**
- LGA provides a baseline and to benchmark **progress in good governance & local development**
- LDO at the Ministry of Local Development is piloting local governance assessment in El-Fayoum governorate in cooperation with the SCC, with the expected outcome of **using the results in reforming and strengthening local government**
- **Improved performance of local government** has the potential to change the image of government altogether of being equitable, responsive & non-corrupt



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Framework used for LGA



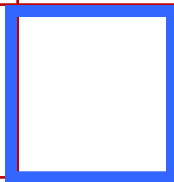
وزارة التنمية المحلية
Ministry of Local Development

وحدة تطوير الإدارة المحلية
Local Administration Reform Unit

Elements of Good Governance

Key Local Actors

	Participation	Transparency	Rule of Law	Control of Corruption	Responsiveness	Equity	Efficiency	Effectiveness	Accountability
Executive Council									
Local Popular Council									
Local officials									
Civil society									
Private sector									
citizens									



Asking each actor how it applies the element vis-à-vis other actors
and also how it perceives the application of other actors to the same element

1. Household Survey

- Sample of **5500 HHS** covering all 6 districts of Fayoum governorate + sample 5 rural units in one district
- Questionnaire form covered 6 sectors: roads & transport, street lightening, environmental improvement, education, health and water & sanitation

2. Key Informants' Interviews

- 60** different interview questionnaires for each of:
- Local employees (relevant dept)
 - Executive council members
 - Local Popular members
 - Civil society (as service provider & auditor)
 - Private sector (as service provider)

**Soft
Data**

3. Workshops for validation of results, analysis & recommendations

Methodology used in LGA in Fayoum Pilot

Env. sector

Lightening sector

Roads sector

Household Survey

Key Informants' Interviews

Employees

LPCs

LECs

Civil
society

Private
sector

Used in
analysis
but not
computing
the index

1 efficiency

2 effectiveness

3 participation

4 transparency

5 accountability

6 responsiveness

7 rule of law

8 combating
corruption

9 Equity & equality

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Methodology used in LGA in Fayoum Pilot



رقم الاستمارة

استبيان تقييم الحكم الرشيد في ستة قطاعات خدمية أساسية في محافظة الفيوم (استمارة الأسرة المعيشية)

ديسمبر 2011

البيانات تستخدم لأغراض البحث العلمي فقط
البيانات الشخصية سوية بحكم القانون

أنا بحث أسمي _____ والتفعل في مركز المعلومات بدعم من وزارة الفيوم، إننا نعمل بحث عن الخدمات الموجودة بها نعلم
بأن حصصك في الموضوع قد يجب القول أخصيتك أنه الاستمارة تكون من سبعة الأقسام هي:

القسم الأول: خصائص الأسرة - القسم الثاني: خدمة مياه الشرب - القسم الثالث: خدمة الصرف الصحي - القسم الرابع: قطاعات تنمية المحلية
(الطرق والجسور والمياه) - القسم الخامس: خدمات التعليم - القسم السادس: خدمات الرعاية الصحية الأولية - القسم السابع: الوضع الاقتصادي
بالأسرة.

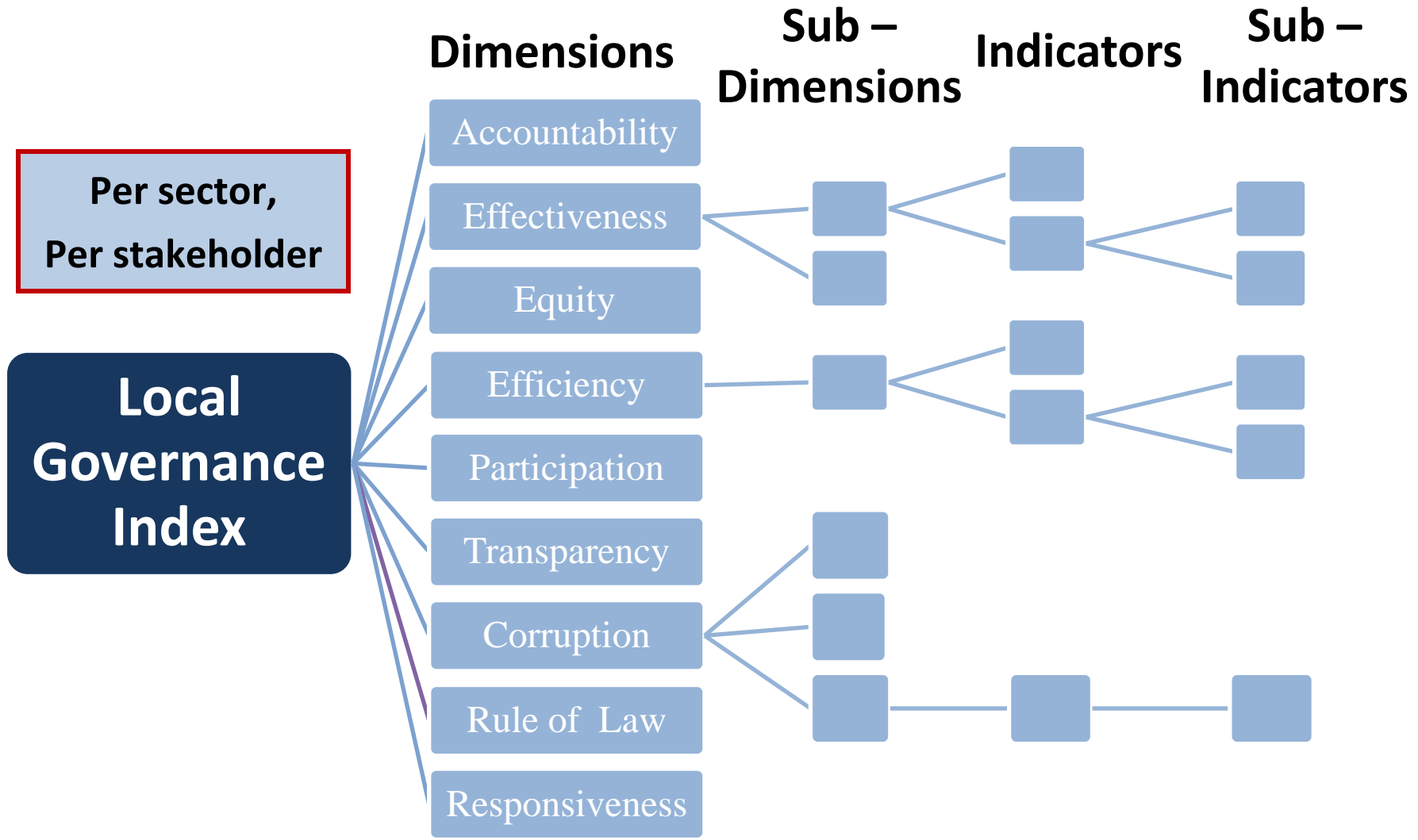
ولو هبطت على حصصك ثلاثة على كل الاستمارة يمكن بعض الاستمارة يجب عليها الرد على في الاستمارة عند الوصول للاستمارة تدعى ورقة أسئلة
القول إن المعلومات والتعليق على حصصك ما حولها سوية _____ يا بعد حصصك موافق؟ يجب التعليق تدويري؟

بيانات تعريفية



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Methodology used in LGA in Fayoum Pilot



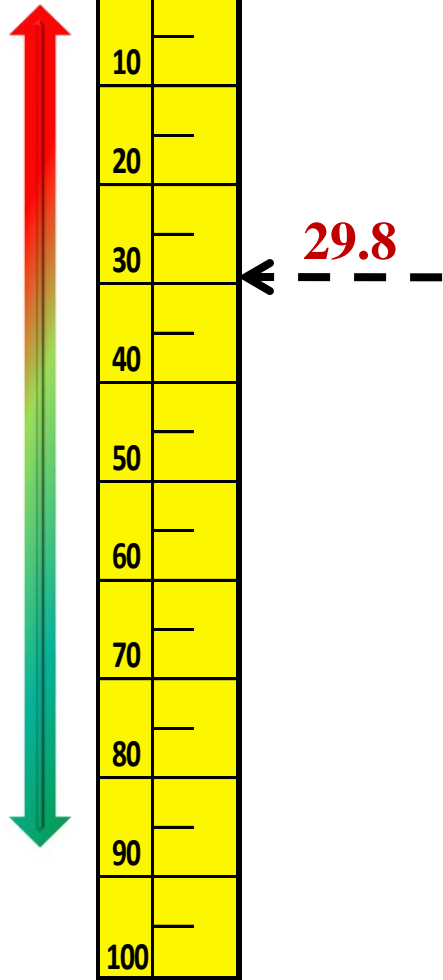
Local Governance Index based on HHs Survey (example of results)

Dimension		Sub - Dimension	
efficiency of environment	15.83	Efficient service delivery	15.83
effectiveness of environment	16.49	Citizens' satisfaction with the services provided	31.23
		Existence of mechanisms for measuring the quality of services provided by the actors	1.76
efficiency of roads	47.35	Efficient service delivery	47.35
effectiveness of roads	28.83	Citizens' satisfaction with the services provided	55.91
		Existence of mechanisms for measuring the quality of services provided by the actors	1.76
efficiency of lighting	38.87	Efficient service delivery	38.87
effectiveness of lighting	20.52	Citizens' satisfaction with the services provided	39.29
		Existence of mechanisms for measuring the quality of services provided by the actors	1.76
Accountability	37.55	Service providers are held accountable to citizens	37.55
Transparency	4.32	Transparency of the local administration towards the citizens (external transparency with different parties)	4.32
Rule of Law	22.71	The existence of laws or binding rules governing the relations between the different parties and the extent of compliance to them	22.71
Equity	41.12	Justice in service delivery	51.64
		Justice in the distribution of resources and setting priorities	30.59
Participation	2.50	Participation of various parties in the projects and programs of the services sector of roads, lighting and improving the environment	2.50
Anti - Corruption	59.44	The degree of implementation of the various parties to the anti-corruption system and extent of its effectiveness	44.32
		extent of awareness of the procedures and the authorities to resort to in cases of corruption	52.62
Responsiveness	38.82	extent of awareness of the role of the citizen in the fight against corruption	81.37
		The degree of response to the wishes and needs of the citizens and other parties	40.82
		The presence of channels to respond to citizens	36.82

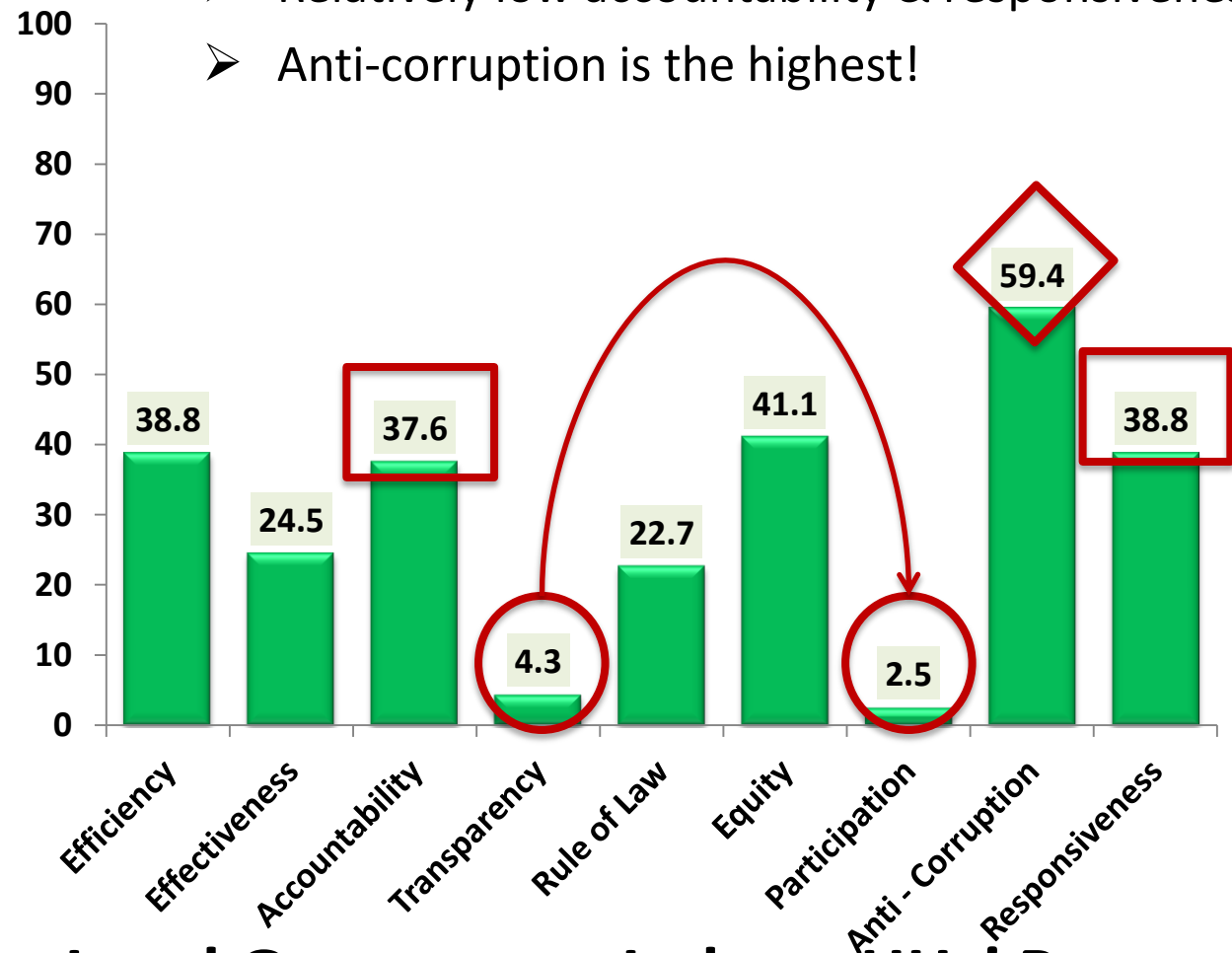


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Some Findings of LGA Piloting in Fayoum



- Negligible transparency & participation
- Relatively low accountability & responsiveness!
- Anti-corruption is the highest!



Local Governance Index – HHs' Perspective

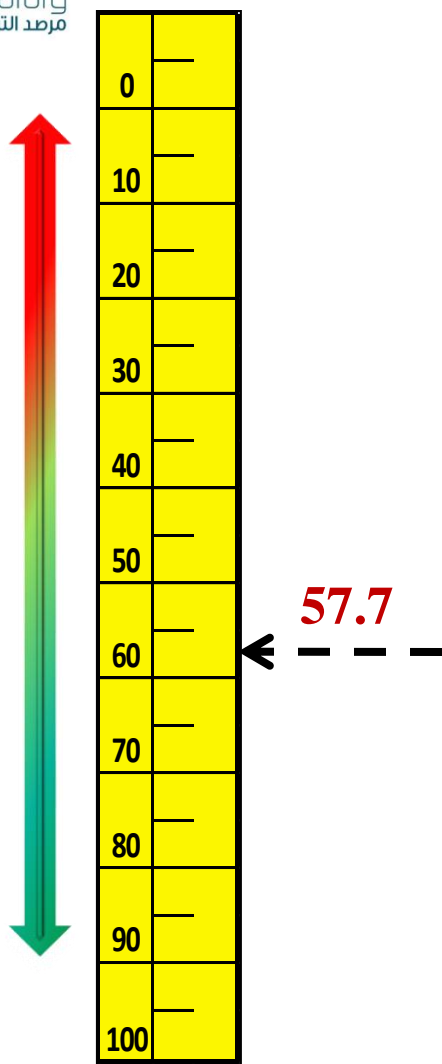
Local Governance Index based on Local Employees Survey (example of results)

Dimension		Sub -Dimension	
Efficiency	55.8	The efficiency of the preparation and adoption of budget plans	55.6
		The efficiency of projects execution	60.3
		The efficiency of services' provision	50.8
		The administrative and technical efficiency	56.5
Effectiveness	48.8	Ensure the quality of the provided services	68.8
		Ensure the service delivery to the beneficiaries	62.4
		The existence of mechanisms that allow the services evaluation through citizens' and clients' opinions	15.2
Participation	53.9	The coordination between the local employees and the active parties	53.9
Transparency	51.6	Internal Transparency for the local employees	51.4
		External transparency with the different parties	51.7
Accountability	91.3	Internal accountability	93.7
		The adequacy of Internal accountability procedures	96.6
		Accountability between the higher and the lower levels	74.7
		Accountability between the different parties	100.0
Responsiveness	57.8	The existence of channels that allow the connection between the citizens needs and the different parties	67.5
		The degree of responsiveness between the different parties	54.1
		The responsiveness to the citizens wants and needs	51.9
Equity	25.6	Internal Equity	25.6
Anti - Corruption	60.3	The extent of awareness of the procedures and the bodies that can be resorted to in cases of corruption	58.7
		The degree of the different parties application of anti corruption and the extent of its effectiveness	67.5
		The extent to which system of fighting corruption is applied and magnitude of its effectiveness	54.6
Rule of Law	74.3	The existence of abiding laws and rules to organize internal work and the extent of its binding	76.0
		The existence of abiding laws and rules to organize the relation between the different levels of the executive council	82.8
		The existence of abiding laws and rules to organize the relation between the different parties	64.1

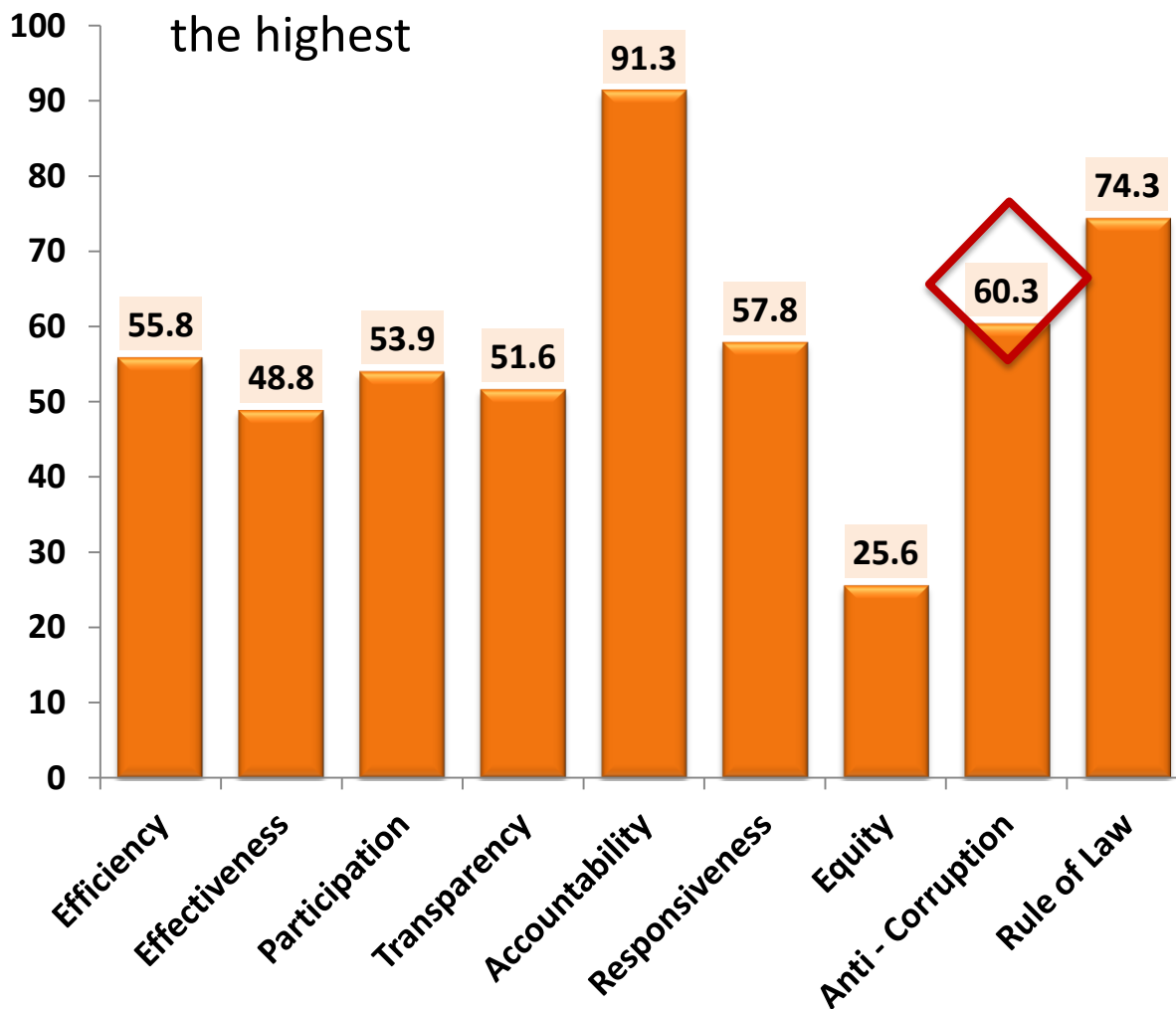


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Some Findings of LGA Piloting in Fayoum



➤ Anti-corruption is same as HHs but not the highest



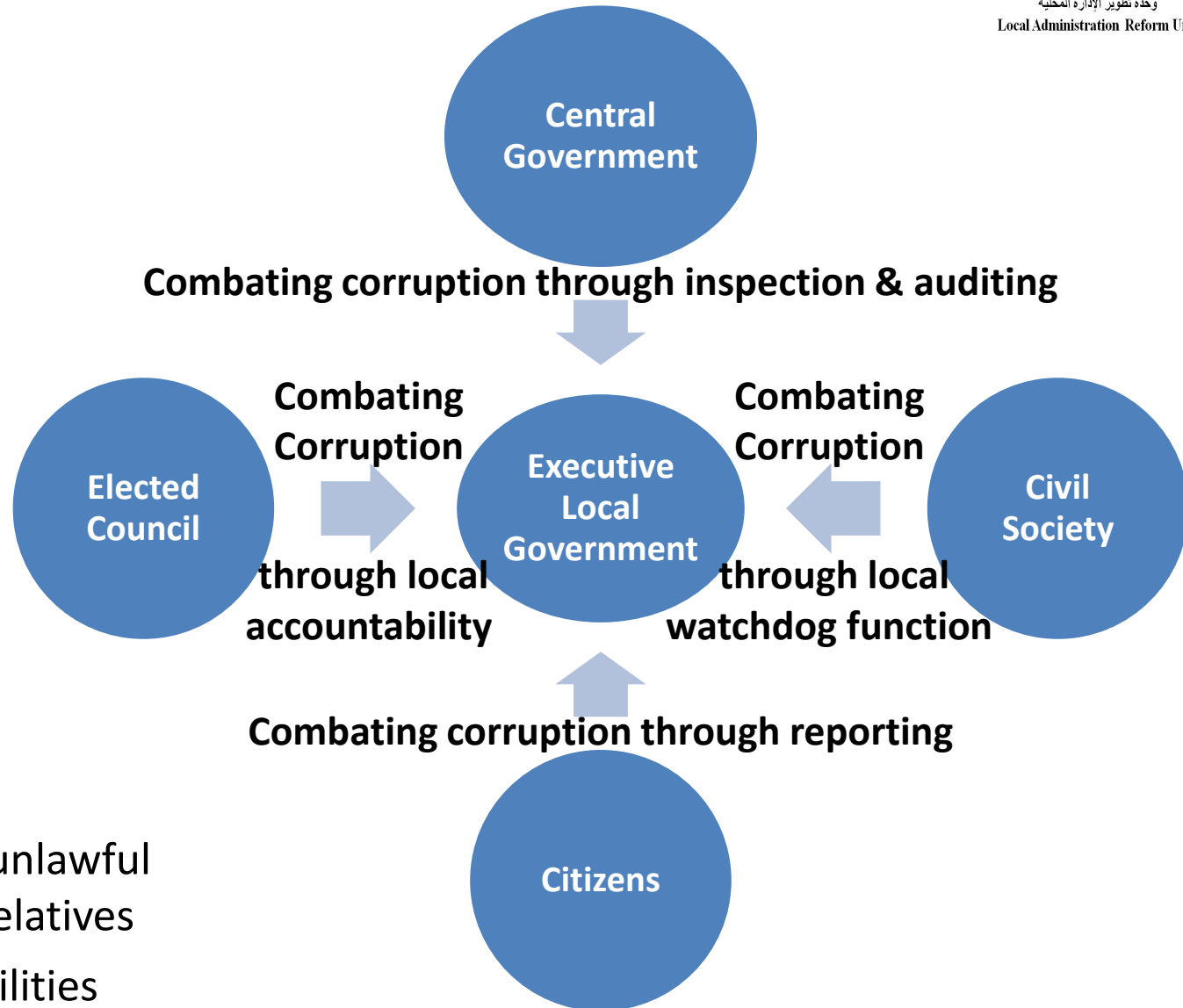
Local Governance Index – Local Employees’ Perspective

Analysis LGA's Anti-corruption Findings

Citizens		Local Employees		Executive Council		Elected Council	
▪Applying a system of combating corruption & its effectiveness	44	▪Awareness of agencies & procedures to report corruption	59	▪Applying a system of combating corruption	70	▪Applying a system of combating internal corruption	63
▪Corruption is not prevailing	87	▪Taking disciplinary actions	68	▪Internal anti-corruption system	50	▪Awareness of agencies & procedures to report corruption	38
▪Taking disciplinary actions	31	▪Corruption is not prevailing	55	▪Knowing the corruption fighting agencies	90	▪Degree of applying an anti-corruption system	24
▪Awareness of agencies & procedures to report corruption	53			▪Awareness of agencies & procedures to report corruption	76		
▪Awareness of role of citizens in combating corruption	81			▪Degree of applying an anti-corruption system	67		

- Anti-corruption dimension is seen high by executive council members (defensive attitude), moderate by local employees & citizens (balanced view) & shockingly low by elected council members (should be better informed as an anti-corruption measure themselves)

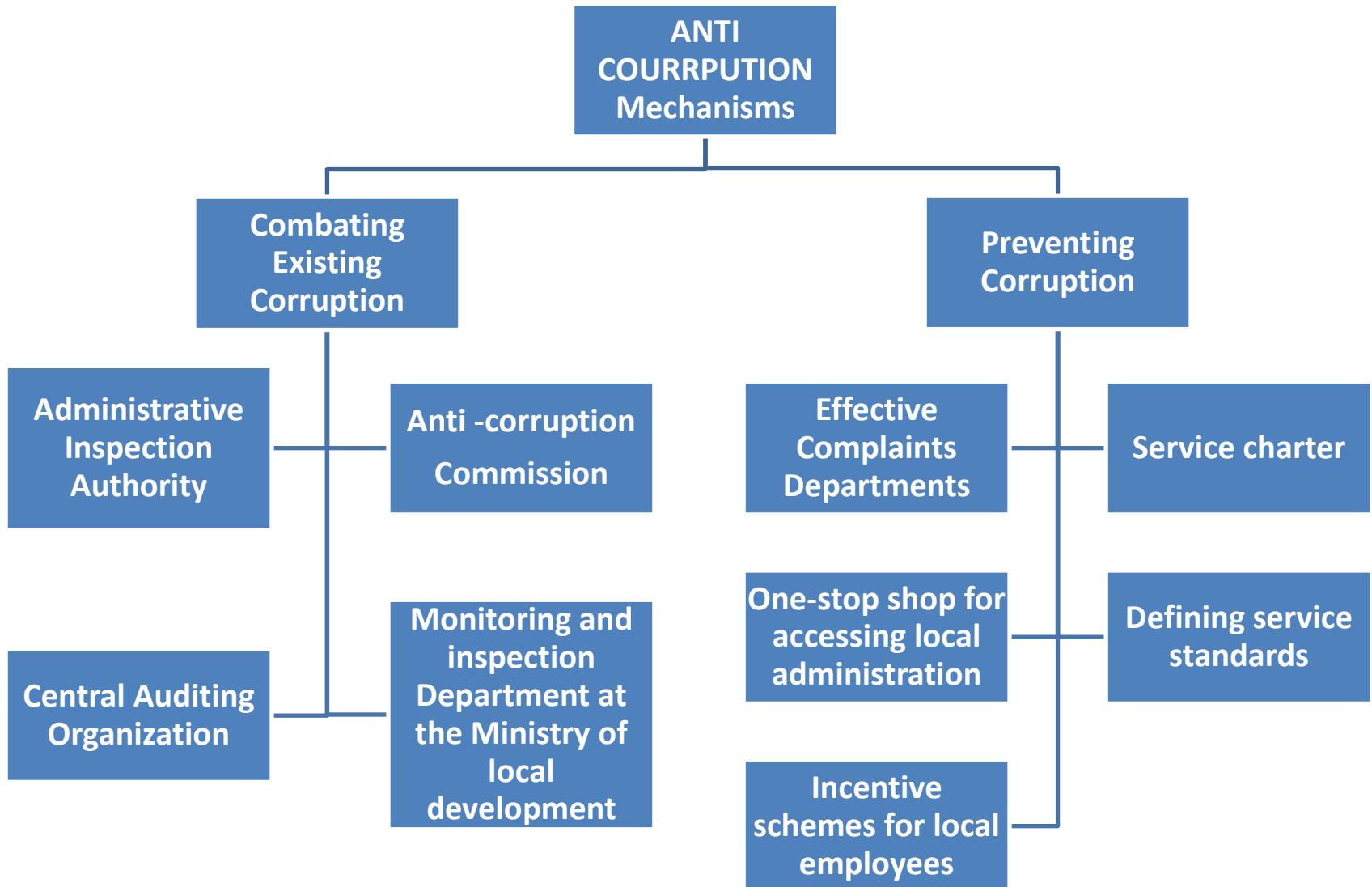
Definition of Corruption & the Multiple Roles of Local Actors in Combating it



Corruption includes:

- Bribing
- Use of power to get unlawful gains for oneself or relatives
- Neglecting responsibilities

Mechanisms for Preventing & Combating Corruption in Egypt

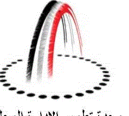


Conclusion: LGA as an Entry Point for Combating Corruption

- Combating corruption cannot be dealt with in isolation from **acting on the other dimensions of good governance**.
- **LGAs** provide a tool to establish the importance of combating corruption, highlight its link to other governance dimensions, and provide evidence of what needs to be done to improve combating corruption systems and procedures
- Public & media **emphasis on corruption** of local government is an oversimplification of the real contextual factors leading to corruption; weak legislation, poor incentives for employees, etc.
- **Role of civil society** is weak & that of **elected councils** is superficial; national policies & laws are not being implemented at the local level
- Both citizens & local administration need awareness raising to **understand the dimensions of governance including combating corruption**.



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Thank you for your attention

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