



**Workshop on Local Government in Post-Conflict Situations:
Challenges for Improving Local Decision Making and
Service Delivery Capacities**

**ANNEX 17: Presentation by Ms. Shifa Jayousi,
Programme Analyst Social Capital, UNDP Programme of Assistance to the
Palestinian People**

**Oslo, Norway
28-29 November 2007**

January 2008

**Bureau for Development Policy
Democratic Governance Group
Oslo Governance Centre**

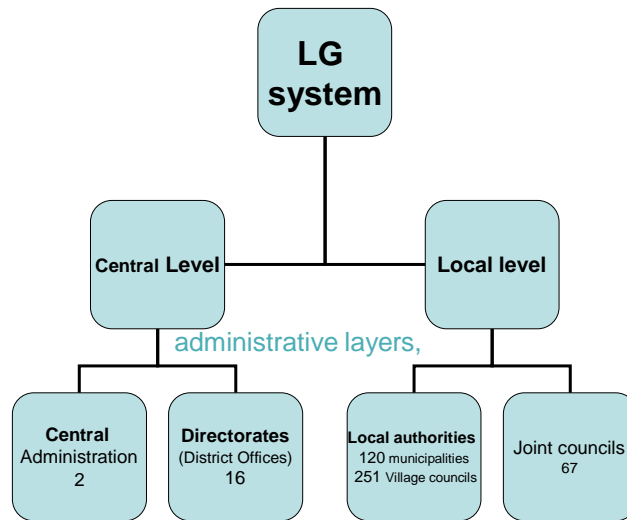
Local Government in post conflict situation

UNDP / PAPP experience

Political Context

- oPt is still in conflict and not post conflict.
- Apartheid Wall
- **Classification of territories within oPt** (area A is fully controlled by the PA, area B is PA controls the services while the Israelis control the security, area C fully controlled by the Israelis, refugee camps under UNRWA full responsibility)
- After 2006 national elections, more restrictions were imposed on the Palestinians by both the donors and the Israeli government.
- Two governments, one in West Bank and a second in Gaza Strip.

Local Governance in the oPt



Improving Decision Making Capacities at Central Level

Challenges

1. Institutional weaknesses and lack of adequate capacity to formulate and implement policies, plan operations, design and execute programs effectively and monitor feedback
2. Legal environment needs to become more enabling for the system to function

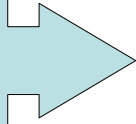
UNDP intervention

1. Enhancing the organizational and administrative capacity of the local government system through:
 - *Working on institutional reform (Support to LG Reform Programme (2004-2008)).*
 - *Building and developing the capacity of the civil servants (2007-2009)*
2. Tie the support to capacity development (CD) with national development priorities through:
 - *Establishing CD Facility (2008-) for National implementation and service delivery capacities; leadership and accountability; mainstreaming capacity assessment and capacity development strategies.*

Improving Decision Making Capacities at Local Level

Challenges

1. Level of delegated authority,
2. Capacity at the local level (staff and elected),
3. Available resources,
4. Donor driven and project rather than integrated local development .
5. Geographical continuity within the same administrative boundaries (checkpoints and closures),



UNDP intervention

1. Actively support leadership & management through:
 - *Amendment of the 1997 Local Authorities law*
 - *Developing by Laws for Joint Councils*
 - *Promoting accountability and transparency*
 - *Capacity building and institutional strengthening at both administrative layers for both newly elected member and for the executives (LRDP, PRDP, CB for newly elected members)*
3. Contribute to increasing the options for revenue generation for Local Authorities through:
 - *the reassignment of Property Tax authorities*
 - *Income generation joint project - LRDP*
4. Enhance participatory approach in planning & decision making (*Participatory district development planning project, LRDP strategic plans*)

Factors Affecting Service Delivery

Political: The Wall, closures, confiscation of land and resources increased the need for services with further limitation on the available resources.

High turnover in cabinet members, Embargo after 2006 elections, mistrust between the government, non government service providers, and the community.

- **Regulatory:** weak capacity of the PA to regulate the provision of services by third party (rule of law). Lack of regulatory framework for partnership,
- **Technical:** in sufficient technical skills and capability among the local and central levels, inability of citizens to demand accountability from the government and the service providers, no systematic approach for measuring the quality of the services, :
- **Financial:** limited resource and inadequate financial planning (costing, pricing), weak aid coordination.
- Negative mindset, attitude and culture in the public sector towards improving service delivery

Strategies Deployed to improve Service delivery

Political: ????????

Contribute to building trust through promoting integrity and transparency at local level(MOU –APLA & MoLG)

Regulatory: Intorduction of a more decentralized LG system

1. Development of the JC bylaws
2. Regional planning for limiting the duplication and capitalizing on complementarily in the service provision
3. Delegating the management and delivery of specific services to semi governmental, private provider (PWA)

Technical: Capacity building for inclusive participation to identify and implement services for sustainability (PRDP

Financial: Fiscal decentralization (transfer from the central to locla and build the capacity for effective and efficient utilization of these resources,

Grouping for benefiting from economies of scale (JCSPDs)