



**Involving Local Authorities  
In the programming process of EU Cooperation  
In Eswatini**

**LOCAL AUTHORITIES ROADMAP  
FOR THE 2021-2027 CYCLE  
OF EU COOPERATION  
(November 16, 2020)**



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## List of Abbreviations and Acronyms

|          |                                            |
|----------|--------------------------------------------|
| CLGF     | Commonwealth Local Government Forum        |
| COVID-19 | Coronavirus Disease 2019                   |
| ELGA     | Eswatini Local Government Association      |
| EU       | European Union                             |
| HIV      | Human Immuno-Deficiency Virus              |
| ICT      | Information Communication Technology       |
| IDP      | Integrated Development Plan                |
| LA       | Local Authority                            |
| LED      | Local Economic Development                 |
| LGA      | Local Government Association               |
| NALA     | National Association of Local Authorities  |
| RDF      | Regional Development Fund                  |
| SLGP     | Swaziland Local Government Project         |
| UCLGA    | United Cities and Local Governments Africa |
| ULG      | Urban Local Government                     |

## **EXECUTIVE SUMMARY**

This roadmap explores ways in which the Local Authorities (LAs) of the Kingdom of Eswatini can be involved in the European Union (EU) programming process of the period of 2021 to 2027 with the best chances of success. In the upcoming programming process, Local Authorities are for the very first time considered as public actors alongside central governments which have hitherto been the only public actors associated with the definition of priorities for EU cooperation. In order for the Regional Governments, Local Authorities and their National Local Government Association to participate meaningfully in this process, the UCLG-AFRICA felt that these institutions need to be capacitated to interact with national governments and the country EU Delegation, with a better understanding of the national development dynamics and the EU Delegation in a given country.

The roadmap has been preceded by two important documents which inform and shape its content. The first was the Compendium which among others provided documentary evidence on the state of decentralization in the country as well as to assess the country's readiness to participate in the upcoming EU programming process. The second was the analytical report which gives a detailed account of the legislative frameworks that are in place in a given country with respect to the decentralization processes and functions by the various levels of government. The analytical report also does a SWOT analysis of the national association, and in this case, the Eswatini Local Government Association (ELGA). The SWOT analysis identifies the strengths, weaknesses, opportunities and threats facing the National Association. This undertaking seeks to assess the readiness of the ELGA to assume its oversight role in the planning and implementation of the EU cooperation.

This roadmap is divided into three main parts. Part 1 assesses the current levels of LAs involvement in the development and cooperation policy. In order to advocate for meaningful improvements of the aforesaid, it is essential to have a full understanding of the current levels and nature of the involvement of LAs in a given country as it pertains on the ground. It is hoped that this will assist a great deal in identifying areas where improvement is needed. In this regard the part 1 of the roadmap will be prominently informed by the analysis report mentioned above.

Part 2 of the roadmap assesses what national governments and the country-based EU Delegations can do to create an enabling environment to enhance the participation of local government associations in the definition and implementation of the national development and cooperation policy in the country. **The central aim of this section is to explore the added advantages that the participation of LAs can bring into the efficiency and impact of the upcoming cooperation in the country.** This will be done on the part of LAs at the same time being mindful of the EU priorities for the given country, and with the view to identifying appropriate mechanisms to access funding to improve their service delivery.

Part 3 explores what LAs on their part can do to enhance the participation of local government associations in national development and cooperation policy. These will among others involve addressing structural issues as well as and planning advocacy activities.

## **PART1**

### **ASSESSING LOCAL AUTHORITIES INVOLVEMENT IN DEVELOPMENT AND COOPERATION POLICY**

#### **1.1 Main Conclusions resulting from the Compendium**

The compendium has identified core official reference documents on the National Development Processes and the roles played by Local Authorities and the National Association (ELGA) as well as their mandates and status. It also listed other essential reading materials of Eswatini's development trajectory since independence.

Several pieces of legislation and policies, from the constitution of the kingdom of Eswatini (2005) to other subservient laws and policies, the country's commitment to decentralization is outlined, including the form of decentralization and structures required for decentralization.

The country's constitution compels the state to take all necessary measures to "undertaking even and balanced development of all regions and in particular improving the conditions of life in the rural areas, and generally, redressing any imbalance in development between the rural and urban areas", which is in synch with the territorial approach to development, supporting the decentralization process enshrined in the country's decentralization policy.

The compendium also captures Eswatini government's organogram which outlines the intergovernmental relationships and mandates.

In defining the country's Tinkhundla System of Government, the constitution ushers in existence of Local Authorities, the functions and powers from the country's Regions, Tinkhundla, Chiefdoms, as well as urban local governments. While the Urban Government Act (UGA) of 1969 formally introduces urban local authorities, non-urban or rural local authorities are introduced by other pieces of legislation and the decentralization policy of 2006.

Urban local governments enjoy more clarified political, administrative and developmental functions through the UGA which requires updates to capture the

evolution of governance in the country. On the other hand, rural local governments are a hybrid between the civil type of governance (Members of Parliament) and traditional governance (Chiefs, Indvuna Yenkhundla, Bucopho, etc.).

The policy and legal framework come short in clarifying fiscal and administrative decentralization at regional and local levels. While the role of the Regional Administrator and Regional Secretary are outlined, government structures at these levels remain uneven, centrally controlled as the decentralization process slowly gets implemented. However, regions and local governments work on the mandate of the central government and central government, through its appropriation processes determines the distribution of resources through these structures.

Local government associations in the country exist and are registered through legislation that recognizes them as legal persona. Government also recognizes them and interact with in a partnership arrangement. However, the constitution of the country and other laws, including the UGA do not necessarily recognize them as part of the governance system of the country, and as such, does not outline their roles, duties and powers.

## **1.2 Main Findings from the Analytical Report**

The country has a solid legal framework for decentralization, clarifying the different roles and responsibilities of different local governments and the central government in the country. The short-coming is in the implementation of the instruments, all the way from the constitution, related policies and pieces of legislation that purport to strengthen policy and programme decentralization. Financial and governance capacity to implement the country's decentralization process has hampered efforts by the government to proceed with the national project.

With respect to the role of LAs in the territorialisation of national policies and global agendas, little progress has been made since vivid and solid governance structures and implementation systems are at national level, even though implementation takes place at regional levels by central government. While implementation of the decentralization policy and accompanying pieces of legislation and programmes will go a long way to address this, there is need to review some of the existing pieces of legislation such as the

Urban Government Act, and the formulation of other pieces of legislation that aim to operationalize the decentralization policy.

The country has worked hard to implement international policies and targets such as those brought about by the UN Sustainable Development Goals, the Malabo Declaration, and others. Support from UN organizations and other international co-operators such as the European Union, have assisted the country in implementing programmes aimed at meeting its obligations. As a result, the country seems to have done well in limiting the spread of HIV and AIDS (as well as related deaths), malaria, and in recent times, the COVID-19 pandemic. The World Bank also contributed towards a number of programmes, including capacity building for decentralization. These kinds of collaborative effort will be responsible for assisting the country to go to the next level with respect to decentralization and territorialization of policies and development programmes.

The analytical report also shows that the EU programming process has the potential to assist central government and local government to increase mileage regarding the strengthening of local authorities so that they are able to drive locally relevant development programmes, centrally developed and locally customized policies, as well as a stronger participation of local government in decision-making at regional and inkhundla and community levels.

Both LAs and their national association will require targeted capacitation in the areas of human capital, financial technical and operational spheres for effective participation and engagement.

The country's vision of attaining a 1<sup>st</sup> World status is grounded on the strong aspirations of poverty alleviation, job creation, economic development and empowerment, as well as socio-political stability. These require focus on the implementation of central government instruments at all levels, including the Eswatini Strategic Roadmap 2019-2022, Poverty Reduction Strategy and Action Plan, Industrial Development Policy, and others.

The report shows that in order for the country to realize the above ambitious agenda, core public policies should be territorialized so as to integrate the divergent realities found in the different localities in the country.

Localization of the SDGs is also identified as an essential part of this overall transformational agenda and particularly the participation of local and regional governments as partners alongside central government. The envisaged EU cooperation process presents an opportune space for the mainstreaming of the participation of LAs and the National Association.

It further advocates for the consideration of the Territorial Approach to Local Development where LAs are major role players in the hope that such engagement has the capacity to unlock additional territorial based potential for the betterment of livelihoods and contribution to the national fiscas. Equally, the participation of LAs at this level of cooperation is envisaged to compliment government efforts and is mutually beneficial.

**One of the most important elements of the current situation in the country is the existence of a good rapport and recognition between the Government of Eswatini and the national association (ELGA).**

The report also establishes that EU desires the participation of LAs and ELGAs as public actors as an important element for support in the 2021 to 2027 programming cycle.

With specific reference to ELGA, the study has identified the organization's strengths, weaknesses, opportunities and threats.

It has also been observed that while ELGA has notable strengths and opportunities, the EU support presents a unique opportunity for strengthening operational capacities of the association for effective participation in the development space.

Further, fiscal management at local level has challenges, including the need for a review of the fiscal sharing model between local authorities and central government. It is envisaged that the upcoming EU programming cycle will contribute towards the development of a sounder fiscal management and sharing model for the country in support for decentralization.

## **1.3 LAs Value Addition in the EU 2021 to 2027 programming Cycle**

### **1.3.1 Decentralization Agenda**

The following points indicate the value that will be added by the participation of local governments in the EU 2021-2027 programming cycle:

- i) Clear socio-economic development plans for local governments informed by both local environment and central government policies;
- ii) Development of LA-specific viable and sustainable fiscal model to drive local development;
- iii) The review and implementation of the Regional Physical Development Plans for each of the regions;
- iv) Development and implementation of Inkhundla and Chiefdom Development Plans for TInkhundla and chiefdoms in the country to strengthen local government operations. These should also be informed by central government policy;

### 1.3.2 Sustainable Development

#### *1.3.1.1 Priority Action areas for local governments (LAs).*

- i) Territorialisation of education; investment trade & industry; agriculture & food security, disaster risk management and local economic development.
- ii) Promote expanded uptake of entrepreneurship and citizen empowerment programmes
- iii) Explore resource endowment and initiate industry and infrastructure development by LAs
- iv) Position LAs for development corporation partnerships at all levels

#### *1.3.1.2 Contribution to Local Economic Development*

Eswatini government in collaboration with the Eswatini Local Government Association (ELGA), supported by CLGF have been working on the development of Local Economic Development (LED) plans for urban local governments. LED is recognized as a locally driven development approach which seeks to drive inclusive and sustainable national economic growth and diversification, create jobs and incomes, and promote broad-based opportunities for sustainable livelihoods. The United Nations has also worked with central government to strengthen capacity to implement programmes aimed at achieving sustainable development goals, as well as reporting on them at national level. These needs to be cascaded to regional and local governments.

The EU programming cycle presents opportunities for:

- i) Coordinated LED planning and implementation
- ii) Evaluation of impact and effectiveness of LED processes
- iii) Build capacities for achievement of development outcomes
- iv) Further strengthen the country's ability to implement, monitor and report on SDGs programmes at regional and local levels;

### 1.3.3 Post-Covid-19 Economic Recovery Plan

#### *1.3.3.1 Priority action areas for local governments:*

Apart from the Strategic Roadmap (2019-2022), the country developed a Post-Covid-19 Economic Recovery Plan which puts the private sector at the centre of economic recovery. The country also works to implement the poverty reduction strategy and action plan (2006).

To this end, the EU programming cycle presents opportunities for:

- i) Developing and driving targeted youth entrepreneurship development programme within local authorities, linking big-business with small and medium businesses;
- ii) Develop programming that ensures benefits trickle down to all sectors of society, inclusive of marginalized and vulnerable populations such as women, children and the elderly.
- iii) Improve the ease-of-doing-business within the different localities.

## **1.4 Empowering the Local Government Association for the implementation of this Roadmap**

The SWOT analysis in Analytical Report has unearthed capacity gaps in terms of human, and financial resources of the Association to effectively execute their mandate.

The EU support will assist in ensuring capacity building programmes for the staff of the Secretariat and the political leadership of the Association.

The Association needs to be urgently repositioned as a body charged with implementation as well as monitoring and evaluation of decentralization for development processes

## **1.5 Conclusion:**

Conditions to Fulfil for an enhanced Involvement of LAs in Development and cooperation policy in the Republic of Botswana (opportunities to build on and threats to address).

- Adoption and operationalization of the Decentralisation Policy to widen the governance mandate of LAs.
- Enshrinement of LAs in the country's policies, constitution and other pieces of legislations so as to ensure legalization of their existence.
- Recognition of LAs as public actors in development alongside central government.
- Enhancing the LAs and NALAs technical, financial, human and operational capacities.
- Adopting LED as a catalytic tool for local development to bridge inequalities and unlock local potential for wealth creation and employment opportunities.
- Create an enabling environment to allow for innovation and creativity with respect to the role of LAs in development planning, cooperation and implementation processes.

## PART 2:

### **ENHANCING LAS PARTICIPATION IN DEVELOPMENT AND COOPERATION POLICY**

In principle, theory and desire, decentralization remains an important element of the country's governance and socio-economic development trajectory. This is evident through the policies, laws and initiatives taken towards decentralization in the recent past. What lacks is the full implementation of decentralization and territorialization of development policies and programmes, owing to lack of capacity and resources to implement all the existing plans for decentralization. Local authorities remain functional at regional, inkhundla and local government levels. However, their functionality varies with the levels, with urban governments being the most functional due to much clear legal basis compared to the other levels. When it comes to local government associations, again, the urban local governments currently occupy the space more than the rest of the LA sphere. This section explores the participation of local authorities in Eswatini in development and cooperation policy.

#### **2.1 Recognizing LAs and LGA as public/state actors:**

Whereas central government recognizes local authorities and local government associations, Government needs to go a step further and demonstrate political will for collaborative engagements between LAs and other stakeholders for meaningful dialogue and partnerships.

Local Authorities and LGAs experience in bilateral collaborations is clearly lacking. It therefore, makes sense to exploit central government's wealth of experience in bilateral collaborations as vintage to guide the negotiation and implementation.

Ensuring that national interests take precedence over any other considerations in the dialogue and implementation of the upcoming unique collaboration opportunity, the point of reference would be national priorities outlined in national development plans, national legislative and policy frameworks, as well as the recognition of issues pertinent to the local government and the development the citizenry at local level.

It is envisaged that the EU Delegation will ensure that Local Authorities and Local Government Associations are an integral part of the EU Eswatini collaboration on a long-term perspective. Understanding that local authorities are new in such partnerships in

the country, it is only prudent for both the Government of Eswatini and the EU to be sensitive to such a reality, and should therefore facilitate their meaningful participation in the partnership. There is, therefore, need for EU to provide strategic guidance for central and local governments to engage each other and come up with a prior agreed national roadmap as a negotiating tool for their dialogue with the EU Delegation for the 2021 to 2027 programming cycle.

## 2.2 Implementing LAs and LGA Involvement mechanisms

### 2.2.1 Mechanisms

The following will be instrumental in ensuring the effective implementation of LAs and LGA involvement mechanisms:

#### **a) Legislative**

Government needs to put in place a piece(s) of legislation that recognizes local government associations as crucial stakeholders and partners in socio-economic development of the local space. Such legislation will also detail the roles and responsibilities of LGAs and LAs especially when it comes to the establishment and implementation of territorial/local development plans and engagement platforms between LAs, LGAs and the central government.

This process can be supported through the EU programming process.

#### **b) Policy**

The legislative process towards enhancing the LAs and LGAs in dialogues with central government and other partners will have its springboard in the conduciveness of the policy environment in the country. In this respect, the government will have to develop the appropriate policy instruments. The policy instrument will crystalize the central government's intentions, position and aspirations in the space.

#### **c) Administrative**

Building from the weaknesses identified in the analytical report, there is clearly a need to strengthen the ELGA's secretariat, including equipping it with personnel, resourcing model, and operational system, thereby enabling ELGA to have sufficient capacity and systems for engagement.

### 2.2.2 Information

For fruitful collaboration and engagement, LAs and ELGA need to have all the necessary information at their disposal. This calls for the LAs and ELGA to have all the key documents required at various stages of collaboration and dialogues.

Setting up information/document depository for access for all LAs and ELGA is one method that needs to be explored, in addition to other information management mechanisms (generation, storage, dissemination, ensuring access).

Information regarding the EU programming process, key focus areas for the EU country mission, government's policy and programme priorities, and local situations/conditions are some of the information elements that should be readily available for meaningful engagement and collaboration.

### 2.2.3 Consultations

Platforms and mechanisms for consultations between LAs, LGAs and the central government should be established or strengthened. This should include types of consultations, levels at which consultations take place, structured and ad hoc consultations, as well as consultation agenda.

Notably, consultations should be done in good faith to reflect mutual trust between the parties. In this respect, there may be need for consultation protocols or guidelines.

### 2.2.4 Dialogues

A schedule and structure of dialogues will be developed with the intention to hold open, honest, all-inclusive dialogues within realistic and agreed timelines. Agreements on the convenor of such dialogues, their duration, resourcing of the dialogues, recording, information dissemination and assignment of activities needs to be clarified.

## 2.3 Funding:

### 2.3.1 Fiscal decentralization as a way to support the territorialisation of national development policies and global agendas.

With the initial steps taken to decentralize financial resources to regions Tinkhundla centres through the Regional Development Fund (RDF), a funding

model for local governments by central government is required to support policy and development programme implementation at local level. This calls for a review in central government budgeting format and processes. It may also necessitate a review of central government's human resource deployment, with more deployment taking place at local level where action takes place.

A planned transition is necessary, led by proper policy and legislative reforms that will support policy, programme delivery and fiscal decentralization.

A regional fiscal decentralization process could be the starting point, informed by regionalized planning and programming, followed by inkhundla and chiefdom levels decentralization processes.

A model for local government funding, as well as funding for LGAs should be developed for implementation. Such a model will be informed by relevance to the local situation, taking advantage of locally available opportunities and locally identified priorities and needs.

### 2.3.2 Budget support mechanisms as a way to localise sector cooperation programs.

Budgeting capacity that exists at national level needs to be created at regional, inkhundla and local levels if the decentralization and territorialization process is to be a success. To this end, a decentralization budgeting capacity building programme needs to be developed and facilitated across the different regional and local governments.

Part of the mix is local government planning and budgeting tools for local governments.

Support from central government will be required to monitor the development and implementation of local government planning and budgeting systems and tools. With support from the EU programme 2021-2027, this can be made possible, especially where technical assistance is required to make the local budgeting mechanisms a reality.

Notably, local planning and budgeting systems should be properly linked to the national planning and budgeting system.

### 2.3.3 Projects based support to local development initiatives

Evidence exists on that ground suggesting that projects design for by local governments, funded for implementation by local governments have a high success rate. The Swaziland Local Government Project (SLGP) is one example of such successful projects.

Taking advantage of such previous success, the country can roll-out project-based development initiatives with project-type funding in order to benefit from the efficiencies and successes recorded in this area before.

The process should be led by local planning and budgeting process, leading to the formulation of priority-based development initiatives. Resource mobilization will support the implementation of such projects.

However, project management capacity will need to be created at all local government, more so because the SLGP was implemented within urban local governments and not necessarily in rural local governments.

Project design should be supplemented with proper implementation capacity development support to improve chances for delivery success.

The national government structure should have functions to support local government development initiatives.

The Ministry of Finance has sector specialists within its structure. The same approach could be employed for local development initiatives.

## 2.4 Conclusion

Building appropriate institutional frameworks and developing appropriate financial mechanisms and tools in engaging LAs of the Kingdom of Eswatini in policy and decision-making processes pertaining to national development and cooperation policy:

- **Key ingredients to mobilize**

The following are key ingredients for fiscal decentralization as a way to support the territorialisation of national development policies and global agendas;

- a) Policy decisions on fiscal decentralization;
- b) Design of regional and local government funding model

- c) Determination of capacity needs for local planning, budgeting, resource mobilization and project implementation.
- d) A transitional plan for central government budgeting to incorporate or implement a decentralized fiscal management mechanism;

- **Key steps to take**

Key steps that need to be taken in this regard include:

- a) Initiating a policy dialogue on fiscal decentralization, leading to the development of the fiscal decentralization policy for the country.
- b) Enact relevant legislation to support the necessary fiscal reforms;
- c) Develop a capacity building programme for local governments covering planning, budgeting, resource mobilization and project management;
- d) Develop a budgeting framework for local government, and put in place a technical support system for the implementation process.
- e) Establish a transition plan for fiscal decentralization

## PART 3

### ENHANCING LAS MEANINGFUL INVOLVEMENT IN DEVELOPMENT AND COOPERATION:

#### 3.1 Organizing a meaningful and competent voice of LAs:

Decentralization implies a shift of responsibilities from central government to local governments. Such requires a conscious effort to build the necessary capacity for the local governments to successfully execute this 'new' role. This also calls for 'new' knowledge and capacities, in particular, the capacity and resources to communicate with national policy makers and other stakeholders, especially the development partners, including the EU, and to be able to formulate policy messages in a sensible way as well as implementable actions plans.

The starting point include the following:

- i) Ensuring the convening of National Consultative Seminars.
- ii) Developing LAs and LGA priorities for the cooperation programme and organising and planning advocacy and lobbying activities around those priorities.
- iii) Political and institutional role of the association of local authorities in Eswatini:
  - a) Drive a decentralization for development agenda
  - b) Provide oversight for the implementation of the cooperation
  - c) Provide linkage between the various stakeholders in the EU cooperation process
  - d) Drive a mind-set change agenda.

#### 3.2 Capacity Building

LGA requires advocacy and organizational capacities as well as professional capacities and skills in the following fields:

##### 3.2.1 Leadership capacity

There is need to consider the development of a leadership capacity building programme in collaboration with relevant institutions in the country or the region, or possibilities of establishing a Local Government Institute for purposes of leadership development. Such an initiative will require funding.

Other critical elements for consideration include:

- Benchmark regionally and globally on local government leadership models and leadership capacity building strategies.
- Explore ICT based leadership training opportunities (online training).
- Initiate capacitation in the use of ICT systems.
- Develop relationship building skills among stakeholders.

### 3.2.2 Management capacity –

ELGA requires strengthening of its management capacity in order to be better positioned to work collaboratively with all stakeholders including central government, international partners and other institutions.

The LGA requires a secretariat to play a coordination role for the association, including taking care of administrative functions. Added to this is the need for management and/or administrative systems in equipment, guidelines, policies, procedures, information management, etc.

The LGA also requires premises for its operations.

Ultimately, a thorough management capacity analysis is required to inform the capacity building initiative and approach. This will enhance the relevance and impact of such an initiative.

Certainly, the LGA will require capacity building on areas such as:

- a) Recruitment processes;
- b) Administrative processes;
- c) Governance procedures;
- d) assets procurement processes;
- e) Assets disposal procedures.

### 3.2.3 Territorial Vision and Mission for Transparency Public Accountability.

Formulation and propagation of an authentic territorial vision and mission based on some of the following attributes:

- knowledge informed by expertise
- Extensive engagement and cooperation with membership and stakeholders (national policy makers, CSOs, private sector, development partners, etc.)

- Development of a strong reputation as a reliable and knowledgeable public sector partner.

#### 3.2.4 Support to the LGA governing structures:

- enhancing capacities of LGAs elected officials
- support and develop capacities of LGA frameworks
- developing LGA standards of operation (Defer for discussion with NALAs leadership)

#### 3.2.5 Technical capacity

- Training of LGAs staff on policy and political frameworks.
  - To familiarise with national and local level policy cycles in order to position LGAs for effective and impactful lobby and advocacy activities.
- Strategic partnerships:
  - Stakeholder mapping and ranking
  - know which stakeholders may support (allies) motivate, inspire and stimulate potential allies to support specific advocacy activities (Defer for discussion with NALAs leadership)

### 3.3 Setting LAs and LGA Objectives.

To obtain results, LAs and LGA need to articulate the outcomes they desire. Objectives are the specific measurable results of an initiative. Objectives specify how much of what will be accomplished by when.

Objectives of LAs and their LGA shall be SMART+C

- **Specific:** they tell how much of what by when
- **Measurable:** information shall as much as possible be based on data that can be collated, detected or obtained from records.
- **Achievable:** they are possible to achieve AND it's feasible for LAs and LGAs to reach them.
- **Relevant:** there is a clear connection of how they fit with the overall vision and mission of LAs and LGAs.

- **Timed:** timing by which the vision and mission of the LAs and NALAs will be achieved is clear in the objective itself and the overall timeline.
- **Challenging:** they should stretch/bring the best out of LGA in responding to set goals and objectives. Properly setting the objectives of LAs and LGA will be determined by adequately answering the following questions:
  - I. What challenges should be addressed?
  - II. What are the areas to target and what are the agents to mobilize to drive the desired change?
  - III. What are the potential strategies that align with agreed vision, mission and goals?
  - IV. What resources and assets exist that can be used to achieve the vision and mission?
  - V. What are the potential obstacles that could negatively affect delivery?

How to build consensus about which strategy/ strategies to focus on for action planning? **(Defer for discussion with LGAs leadership)**

## 3.4 Defining LGA Plan of Action

### 3.4.1 Content of the LGAs plan of action:

- What actions to undertake for change to occur?
- Who will carry them out?
- By when (for how long)?
- What resources are needed?
- How to communicate the Plan of Action (who should know what)?

### 3.4.2 LGA Plan of Action steps:

- What specific activities and tasks need to be implemented to reach the defined objectives?
- Who will carry out these activities and tasks?

- When will these activities take place and for how long?
- What human and financial resources are needed to carry out the proposed activities?

### 3.4.3 Defining Risk Mitigation Mechanisms

- What baseline information is needed to monitor progress?
- What follow through mechanisms are put in place to ensure effective implementation (remember the 80-20 rule: successful efforts are 80 are 80% follow through on planned actions and 20% planning for success)
- Which methods and tools will be required to keep track of the action? (Defer for discussion with LGAs leadership)

## 3.5 Conclusion

Remember and keep track of:

- The vision, mission and objectives pursued within the framework of the Action Plan.
- The areas of intervention selected for the Action Plan.
- The proposed intervention logic.
- Priority actions and their inclusion in the timetable.
- Estimated budget for the actions in the Action Plan. (Awaiting National Seminar)