



UCLG AFRICA
United Cities and Local Governments of Africa
Cités et Gouvernements Locaux Unis d'Afrique
CGLU AFRIQUE



LOCAL FINANCES AND FISCAL DECENTRALIZATION

PARTICIPATORY BUDGETING FACILITATOR TRAINING COURSE

IN PARTNERSHIP WITH THE NGO ASSOAL

November 2 to 14, 2020

Kampala, Uganda

With the Support of:



« Together for an Effective Local Africa »

Portal of UCLG Africa: www.uclga.org

Web Site of ALGA of UCLG Africa: www.uclgafrica-alga.org

CONCEPTUAL NOTE

I- BACKGROUND

At the end of the 1980s, Decentralization became a political priority displayed by many States in Africa. The Heads of State gathered in Arusha in 1990 adopted the African Charter for Popular Participation for Development and Transformation, which acknowledges the participation of the people in Africa's recovery and development efforts and stresses the importance of informing local elected officials and decision-makers on the merits of participatory approaches. Similarly, the African Union Vision 2063, the set of Aspirations and Priorities selected are all in line with the promotion of participation and inclusion.

"The Africa We Want"

1. A prosperous Africa based on inclusive growth and sustainable development.
2. An integrated continent, politically united and anchored in the ideals of Pan-Africanism and the vision of the African Renaissance.
3. An Africa where good governance, democracy, respect for human rights, justice and the rule of law are the order of the day.
4. An Africa living in peace and security.
5. An Africa with a strong identity, a common heritage and shared values and ethics.
6. **An Africa whose development is people-centred, that builds on the potential of its people, especially women and youth, and that cares for the well-being of children.** And
7. An Africa that acts as a strong, united and influential actor and partner on the world stage.

In the same vein, the African Charter of Values and Principles of Decentralization, Local Governance and Local Development, adopted by the XIII Ordinary Session of the African Union Conference in Malabo (Equatorial Guinea) on 27 June 2014, retains among its Fundamental Values, community participation and inclusiveness, solidarity, respect for human and peoples' rights, diversity and tolerance, justice, equality and equity, integrity, civic responsibility and citizenship, transparency and accountability, and responsiveness. These aspirations are confirmed in the various Global Agendas adopted since 2015, including the Sustainable Development Goals, the New Urban Agenda and the Climate Agenda, centred on population, with the Slogan to leave no one behind.

Sustainable Development Goal 11

"Ensuring that cities and human settlements are inclusive, safe, resilient and sustainable".

Sustainable Development Goal 16

"To promote peaceful and open societies for sustainable development, to ensure access to justice for all and to develop effective, accountable and inclusive institutions at all levels"

In the Joint Vision advocated in the New Urban Agenda, adopted in 2016 in Quito (Ecuador), the cities and human settlements should:

"(b) Guarantee the association of all: promote civic participation; foster a sense of belonging and ownership among all their inhabitants...".

Within the framework of the implementation of these agendas and legal instruments, several approaches have been initiated and developed to foster citizen participation and inclusion, including the participatory budget (PB) as the approach that has most marked development actors.

An instrument of democratization and local governance, the PB legitimizes public decisions that are no longer imposed but correspond to the expectations and priorities of populations, communities and citizens. The local authorities involved in the implementation of the PB are strengthened in terms of legitimacy, credibility and confidence in the institutions. More closely controlled by citizens, obliged to present tangible results in local development, they must demonstrate greater responsibility, accountability and transparency in the mobilization, allocation and management of resources.

The most famous and successful experience is that of Porto Alegre, a city of 1.3 million inhabitants located in the far south of Brazil. The process began in 1989 with the main aim of ensuring the active participation of the population in the elaboration and monitoring of municipal policy affecting them. Introduced in Africa in the early 2000s (at the Africities Summit 2003), the PB is increasingly attracting the attention of national and local governments, civil society and international organizations, who see it as an innovative platform for Local Governments to ensure that SDGs, particularly SDG 11 and SDG 16, are better met. It is also seen as a means of appropriating the issues of the new Urban Agenda and the Climate Agenda at the local level.

Moreover, the PB is recognized not only as a means to improve budget efficiency, but also as a solution to redirect public resources towards the poorest and most vulnerable and thus ensure better fiscal justice, social and economic inclusion and the accountability of governments to their citizens.

Based on a few experiences at the end of the 2000s, it is estimated that over 5,000 local and regional governments around the world have adopted and implemented the PB, including at least 400 in Africa. This sustained growth rate nevertheless entails risks in terms of qualitative loss, capitalization and documentation of experiences.

In addition, the demand for training, capacity building and support expressed by local and regional authorities is increasing (estimated at some 5,000 per year) in the face of a very low supply. It is in response to this need that UCLG Africa has set up the Participatory Budget College, which is part of the short-term continuous training offer of the African Local Governments Academy (ALGA), which is a subsidiary body of UCLG Africa.

The stated ambition of this Training is to increase the number of local Governments that adopt and implement the PB in Africa, through a programme of awareness raising, training, peer learning and capacity building for local elected officials and territorial managers.

This Concept Note specifically deals with the training of PB facilitators who are agents and officials assigned to steer the budget process in the local governments. They may also be civil servants at central government in charge of support or technical assistance to local governments. Finally, they are also local development agents who provide support to local governments within the framework of decentralization policies. This initiative will be reinforced and supported on the one hand, by sensitization programmes for local elected officials in the form of information workshops on the PB organized at regional and national levels, and on the other hand, by training of trainers programmes for facilitators with at least two years of practical experience in accompanying the implementation of the PB, aiming at strengthening their capacities in particular in the areas of andragogy, coaching, mentoring and evaluation of PB.

II- OBJECTIVES

The training of PB facilitators aims to strengthen the knowledge (knowledge, understanding), skills (attitudes and behaviours) of participants to make them more effective in the preparation, implementation and monitoring of PB. More specifically, the training will enable them to:

1. Have a better understanding of the PB and its contribution to inclusive and participatory local governance;
2. Master the concepts, approaches, methods and tools for the implementation of the PB ;
3. Identify the main lines of an action plan for the implementation of the PB for Local Governments.

III- EXPECTED OUTCOMES

At the end of the training session, the following results will be attained:

- Participants have a better knowledge of PB, its fundamental principles, multiple dimensions, methods & tools and techniques to facilitate the process;
- The participants master the design and application of the technical sheets for facilitating the process and appropriate techniques for self-evaluation of their attitude as facilitators;
- Action plans for using the knowledge acquired are drawn up.

IV- PREREQUISITE

Interested structures or organizations should express their interest by writing a letter of intent addressed to UCLG-Africa, indicating the number and names of the candidates they wish to train at the Participatory Budget Session.

These candidates should:

- Write a letter of motivation addressed to UCLG-Africa/ALGA;
- Submit a letter of recommendation from their institution;
- Be the bearer of a project aimed at contributing to the promotion, implementation and monitoring-evaluation of the PB in a local authority;
- Hold a diploma at least equal to the baccalaureate and have at least 3 years of relevant work experience in support of decentralization, local economic development and public finance;
- Undertake with his / her structure to cover all or part of the costs of its participation in the training.

V- TRAINING CONTENT

Courses are essentially face-to-face and have a professional aim. They are intended only for adults who have already entered the professional world. This professional training responds to a clearly identified need among people in their professional situation and enables them to develop their practices and develop critically their skills. The training is built around this need, the in-depth collection of which is an important step in the design of the training program (based on needs analysis carried out beforehand by those in charge of the training).

The course comprises five (5) interconnected modules and about twenty sessions:

Modules	Content exposed during sessions
Module 1: Decentralization and Local Governance	S1. Local Governments and Decentralization in Africa: Progress and challenges. S2. Municipal Public finances; fiscal policies and practices.
Module 2: Introduction to Participatory Budgeting	S3. Definitions of PB. S4. History, trends at global level and in Africa. S5. Understanding PB multiple dimensions and conditions of the PO. S6. PB Principles, types and different logics at stake. S7. Approaches, methods and steps for developing and implementing a PB. S8. Case studies and critical review of innovative experiences. S9. Achievements and challenges of different BP approaches.
Module 3: Introduction to Facilitating PB implementation	S10. Targeted methods for mediation and deliberation sessions. S11. Institutional and social mediation. S12. Consensus building and Voting Methods for Community based workshops.

	<p>S13. Participatory planning methods and their links with PB.</p> <p>S14. Values, Attitudes, Behaviours and Ethics of a good PB Facilitator.</p> <p>S15. Advocacy and influencing strategy.</p> <p>S16. Development of facilitator's materials and tools.</p>
Module 4: Practice module	<p>S17. Organisation of PB working groups, commissions, assemblies and forums.</p> <p>S18. Feeding back techniques towards citizens and public sphere.</p> <p>S19. Practices of pilot workshops.</p>
Module 5: Certification, Evaluation and Post-Training Follow-up	<p>S20. Formulation of action plans.</p> <p>S21. Networking.</p>

VI- PEDAGOGICAL APPROACH

The PB Facilitator Training Course mixes theoretical and conceptual sessions with practical exercises, role-playing and exposure to real situations.

Theoretical and conceptual contents: the lectures on different PB aspects will be given by African and international leading experts recognized in their fields of competence. They will focus in particular on the understanding of PB in its principles and conditions of implementation (methods, steps, tools, techniques for the facilitation of participatory workshops and process facilitation).

Practical work, role-playing and pilot workshops: These theoretical and conceptual lectures are followed by debates and supplemented by practical work in order to enable the participants to have a better mastery of the methods and tools for implementing PB. Thus, the participants organized in groups will have to design various instruments such as technical sheets of animation or monitoring of the process and to test them out during the pilot workshops.

Development of action plans: the various presentations and plenary sessions as well as the group work and pilot workshops will enable participants to agree on a concrete set of measures for better promotion and effective PB implementation, thus giving each participant the opportunity to consider solutions adapted to his or her own context.

ALGA plans to make available a training manual on PB. The manual presents in a detailed and precise manner the modules developed during the training. It also provides all the essential tools for practice. The training manual will be enriched by the following training and support materials in digital format: images and pictures on PB, technical sheets, videos, and a digital library composed of selected readings. This additional documentation will be included in a USB key constituting the PB facilitator's pedagogical suitcase which will be given to each participant.

VII- TARGETED PUBLIC

The Training, which will be held in English, is open to the English-speaking public and targets participants selected from among:

- ✓ Elected officials, councilors and agents of Local Governments who wish to improve their knowledge and strengthen their skills to implement participatory budgeting in their territorial authority;
- ✓ Heads of institutions intervening in African Local Governments;
- ✓ The Heads of Ministerial Departments in charge of Decentralization, Governance and Local Development;
- ✓ Training managers of NGOs, programs and projects;
- ✓ Practitioners of decentralization, local governance, local development and other civil society actors.

VIII- TRAINERS PROFILE AND BIOGRAPHY

The Trainers possess a wealth of theoretical and practical experience in the field of training engineering and coaching of BP. They have carried out similar projects and they meet the following requirements:

- They have a university degree equivalent to at least five years university in the fields of economics and public finance, political and legal sciences, human and social sciences;
- They have a robust experience in adult education;
- They have proven experience in facilitating meetings and participatory processes related with decentralization and local governance, as well as a confirmed knowledge of the context and challenges of decentralization in Africa.



Mr Jules Dumas Nguebou is an associate professor at the University of Yaoundé 2, President of the Executive Board of the Cameroonian NGO ASSOAL, President of the Initiative Committee of the National Network of Inhabitants of Cameroon and Coordinator of the Inter-African Participatory Budget Alliance, a regional network that advocates for Participatory Budgeting in several African countries. Main promoter of the School of Governance, he is also at the initiative of the Citizen Call Centre and several technological platforms to support governance. Author of several books and articles on civil society and democratic participation and winner of several awards, including the RFINet Africa Prize 2005, he is also a consultant in the fields of governance, civil society and the promotion of human rights for the programmes of partners and institutions, such as the European Union and the World Bank among others.



Prof. Yves Cabannes is an urban specialist, activist and scholar. Over the past forty years, he has been involved in research and development on urban issues, people-led initiatives and local democracy with NGOs and Local Governments in Asia, Latin America, Africa and the Middle East. Since the early 1990s, he supports, researches, teaches on and advocates for participatory budgeting and planning, urban agriculture, community land trusts, housing rights in different regions of the world and has published widely on these topics. He has been involved in and connected with various PB practices in Africa since 2003, as well as UCLGA initiatives. He is a member of ALGA, the African Academy of Local Governments and was senior advisor to the Municipality of Porto Alegre, Brazil, for the international network on participatory budgeting. He became Emeritus Professor of Development Planning at the University College London / Development Planning Unit in 2015. He has published extensively on participatory budgeting and keep on playing an advisory role on PB with a large number of cities and organisations such as the International Observatory of Participatory Democracy, United Cities and Local Governments and the Commonwealth Local Government Forum.

Some recent publications of Prof. Yves Cabannes:

- 2019:

* Participatory Budgeting: a powerful and expanding contribution to the achievement of SDGs and primarily SDG 16.7, Gold Policy Series # 2, United Cities and Local Government / Global Observatory on Local Democracy, Barcelona, UCLG.

https://www.gold.uclg.org/sites/default/files/02_policy_series-v3.pdf

* The contribution of participatory budgeting to the achievement of the Sustainable Development Goals : lessons for policy in Commonwealth countries. Commonwealth Journal of Local Governance, 21: 1-19. Sydney: UTS ePRESS.

<https://epress.lib.uts.edu.au/journals/index.php/cjlg>

- 2018:

* Highlights on some Asian and Russian participatory budgeting pioneers, IOPD: Barcelona, Kota Kita: Surakarta and UCL/DPU, London.

<https://www.ucl.ac.uk/bartlett/development/publications/2018/apr/highlights-some-asian-and-russian-participatory-budgeting-pioneers>

IX- DATE AND VENUE

From 2 to 14 November 2020, in Kampala, UGANDA.

X - PARTNERS OF CGLU-AFRIQUE/ALGA AND ASSOAL

- Uganda Local Government Association (ULGA) (TBC)
- Other Partners are being identified.

XI- TRAINING COST

Registration for this Training Session is made through UCLG-Africa/African Local Governments Academy (ALGA) with a financial contribution per participant of:

- **850 Euros (Eight Hundred and Fifty Euros) for Members and UCLG Africa Networks.**
- **1000 Euros (One Thousand Euros) for other Participants.**

This cost includes the pedagogical costs, lunches and coffee breaks during the Session.

In addition, participants will be responsible for the following:

- International air ticket (round trip);
- Accommodation and meals on half board basis;
- Visa fees (if required).).

The registration form must be sent before **8 September 2020** to the following e-mail addresses:

- Mrs Lova RAMILIJONA: lramilijaona@uclga.org
- Mrs Philomene DABIRE: pdabire@uclga.org
- Miss Fariath CHABI : fchabi@uclga.org

With copy to: assoalcam@assoal.org

XII- TERMS OF PAYMENT

The participant(s) can ensure the payment of their participation fees at registration or by bank transfer to the UCLG-Africa Bank Account.

For the bank transfer of the registration fees. The bank references of UCLG-Africa are the following:

- BANK : BNPPARIBAS
- Address : 117, Boulevard HAUSSMANN 75008, Paris_ France
- Beneficiary : CITES ET GOUVERNEMENTS LOCAUX UNIS D'AFRIQUE
- IBAN/ Bank account number: FR7630004005670001009726629
- BIC/Code SWIFT : BNPAFRPPINT
- Notification in the transfer: Please mention in the bank transfer: full name + UCLG Africa /ALGA – ASSOAL/ TRAINING SESSION ON PB /UGANDA/ NOVEMBER 2020

PS: Please note that non-payment of the registration fees will not allow you to join the Training.