



# Democracy and Governance

## Contact Us:

### Sharon Van Pelt

Practice Director  
202.524.7616  
svanpelt@chemonics.com

### Susan Kemp

Practice Manager  
202.465.3675  
skemp@chemonics.com

### Bertrand Mpigabahizi

Practice Associate  
202.955.7509  
bmpigabahizi@chemonics.com

## Local Governance Brief

Since 1975, Chemonics has implemented decentralization and local governance programs that have strengthened local governments' institutional capacity, improved service delivery to citizens, and spurred local economic development. Our approach to local governance also includes strengthening fiscal management skills and systems, developing strategies that generate local revenue, and building capacity for managing service delivery. Since citizen participation is fundamental for effective local governance, we also implement programs that introduce or institutionalize mechanisms to increase citizens' role in local decision-making.

Below we describe programs that illustrate our experience and expertise in decentralization and local governance programs.

## Project Examples

### Iraq Governance Strengthening Project (GSP/Taqadum)

The GSP or Taqadum ("Progress" in Arabic) program improves the way Iraqi sub-national government units respond to the needs of their citizens. To increase government transparency and accountability, Taqadum encourages citizen participation in oversight activities and helps provincial governments adopt more formal monitoring and service delivery systems. The project works closely with provincial councils in 15 targeted provinces, the Higher Coordination Committee for the Provinces, and three ministries (Health, Education, and Municipalities and Public Works) to develop and implement plans for administrative decentralization. Taqadum also supports provincial essential service delivery oversight units that perform site visits and check the quality of services provided to citizens by applying citizen rapid scan surveys.

### Advancing Kosovo Together (AKT)

As part of broader efforts to integrate Kosovo Serbs and other ethnic minorities into the workforce and national government institutions, the AKT project is training target municipal administrations to respond more efficiently to citizens' needs. During the first year of the project, AKT reached 436 municipal officials through workshops, on-the-job coaching sessions, roundtables, and municipal self-assessments. By addressing topics including budget preparation, property tax legislation, own-source revenue generation, and service improvement action plans, the project has helped 16 partner municipalities foster inter-ethnic cooperation as they engage all of their citizens.

### Moldova Local Government Support Project (LGSP)

LGSP worked with 32 towns to design policies and procedures to improve governance, enhance transparency of decentralized authorities, and provide cost-effective services that fuel local economic growth. Through LGSP's flagship

## Chemonics International Inc.

1717 H Street NW  
Washington, D.C. 20006  
202.955.3300  
www.chemonics.com



Excellence in Municipal Management program, more than 500 local government officials attended specialized training and technical assistance courses, which included 12 modules in participatory local government management to improve financial management and municipal service delivery. As a result, partner towns experienced an average 15 percent increase in own source revenues and an average 38 percent growth in attracting special funds from national and external sources since 2012. Partner towns will also receive more than 14.3 million Moldovan leu in additional transfers from the state budget to cover the primary needs of education and social assistance.

### **Serbia Sustainable Local Development (SLD)**

Through the SLD project, Serbian municipalities, business advocacy groups, and civil society organizations are learning how best to promote area-based development and responsive, transparent municipal governance. To improve tax collection and government administration, the project coordinates initiatives that target inter-municipal cooperation and public asset management. In addition, SLD promotes sustainable municipal development and a better business enabling environment by supporting public participation, youth development, and other relevant advocacy activities.

### **Colombia Consolidation and Enhanced Livelihood Initiative for the Northern and Southern Regions (CELI N/S)**

CELI N/S activities seek to foster confidence in the Colombian government, improve relations between communities and local government, and respond to local dynamics in 16 target municipalities. The project is also strengthening municipal and department governance and supporting Colombia's National Policy on Territorial Consolidation and Reconstruction. For example, CELI N/S is assisting the municipal government of Tumaco in Nariño department to restructure its municipal design and conduct a modernization effort, including changes to local agencies, functions, and offices. The project works with local partners in Antioquia to prepare more than 160 leaders for public oversight of municipal administration, budgeting, and project implementation.