



In Crisis and Beyond: Local Governments are critical to building Functional States

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STRUCTURE

1. Sandaga Market Women

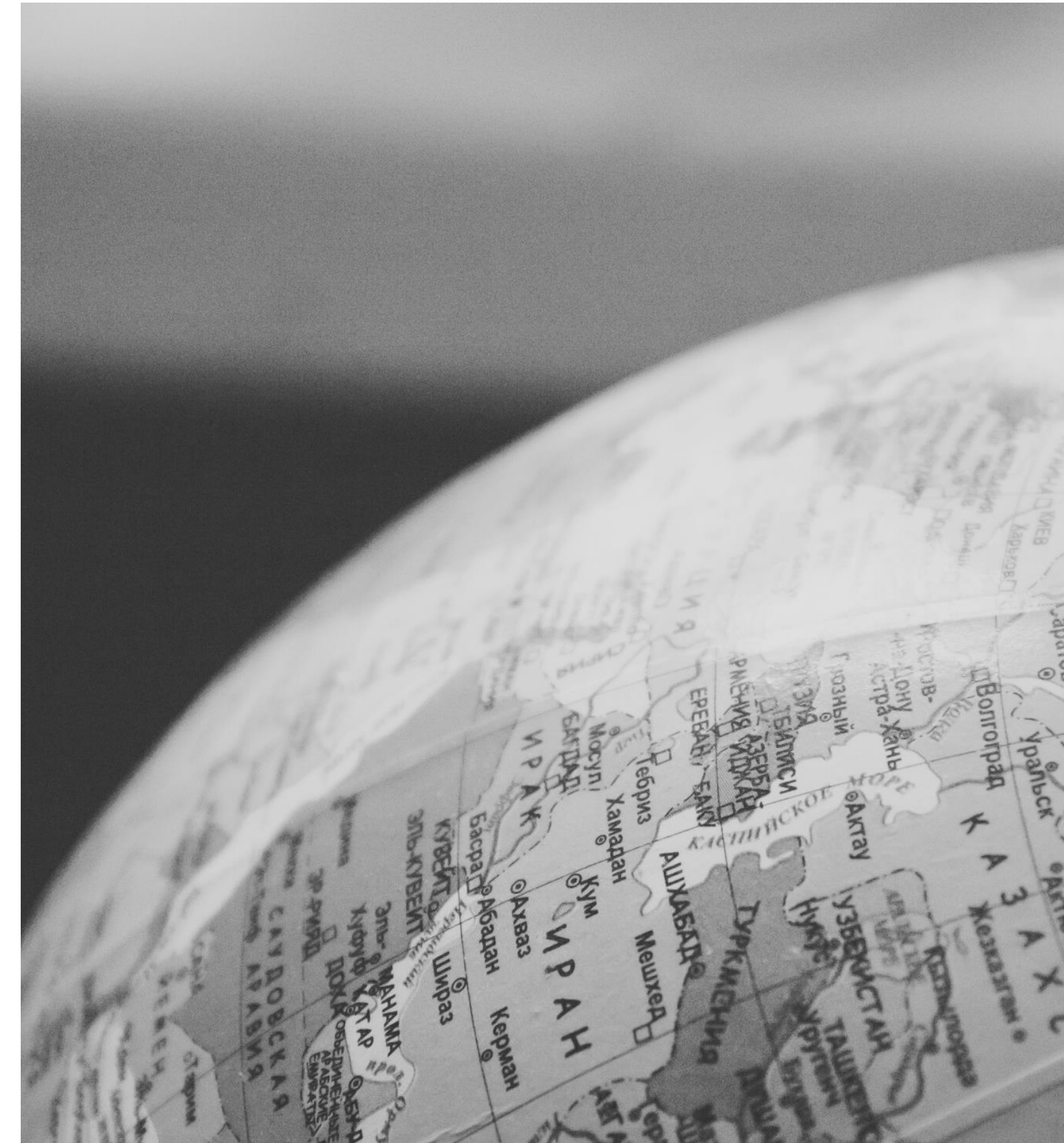
2. Where We Are in Africa Today

3. Functional States:

- Presence
- Security & Sustainability
- Survival & Hope

4. Key Ingredients for Local Governments to Play a Key Role in Building Functional States

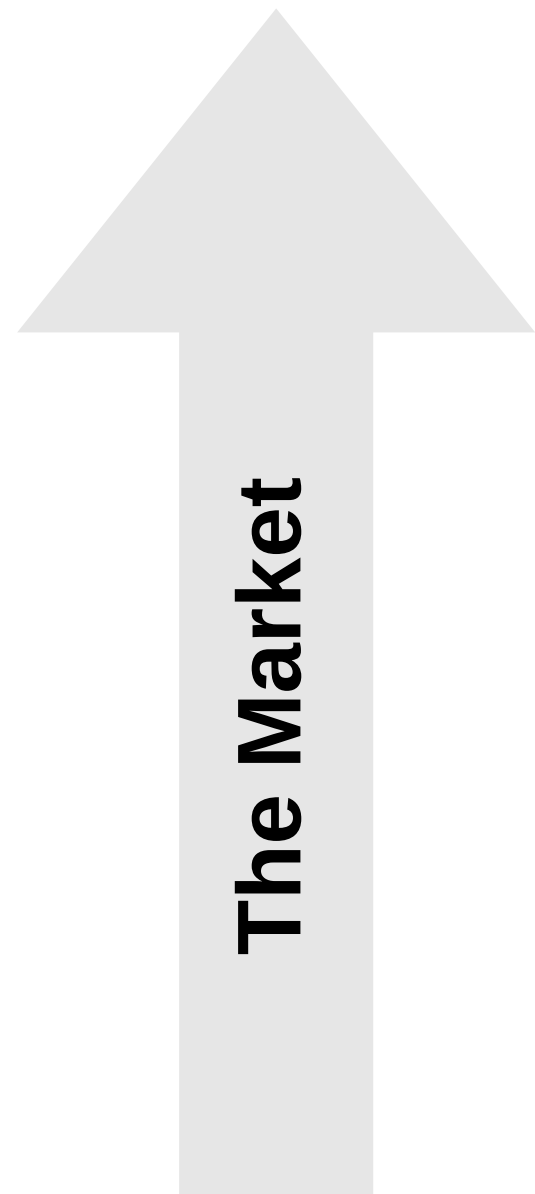
5. Development Cooperation : Dos and Don'ts



SANDAGA MARKET WOMEN



Sandaga Market



- 1300 Market Traders
- Over 10 000 daily buyers
- 80% Women

- 41 people in Market Traders' Association – 1 woman
- Physical and Economic Violence – 80% on women



Political Space



Monetizing the market: Women seeing themselves as economic & political actors



Creation of a Women's Market Traders Association



Dialogue platforms with the men and with the City Mayor

Capacity

Leadership Training

Association Management Training

Business Training

Training & Coaching for meetings with Government Delegate & to attend City Councils

Within the space of two years stepped into their power as citizens

They:

- **Built effective representation for themselves with all key decision-makers**
- **Reduced physical and economic abuse by over 80%**
- **Became effective participants in local governance and increased services & accountability from the local government**
- **Carried out free and fair elections as an association**

This lasted over about 7 years.

Local Governments

- **Local governments do not stand alone.**
- **They are a wonderful unit to build democracy from the ground up and implement the functions of the state.**
- **They provide great opportunity for national governments to test solutions and for development cooperation.**
- **They provide great opportunity for integrating women and other marginalized groups into political spaces.**
- **They do not stand alone, they must be integrated into a national democratic framework for sustainability.**

KEY STATISTICS ON AFRICA TODAY

Conflict continues to drive Africa's record levels of population displacement. Africa's 36 million forcibly displaced persons represent 44 percent of the global total.

An estimated 140 million people in Africa face acute food insecurity.



Of Africa's nearly 420 million youth aged 15-35, one-third are unemployed and discouraged, another third are vulnerably employed, and only one in six is in wage employment.

Extreme weather events in Africa have killed at least 4,000 people and affected a further 19 million since the start of 2022.

A grayscale photograph of a young girl with curly hair, wearing a necklace, drinking water from a public tap. She is holding her hands under the running water. The background is blurred, showing other people. The image is overlaid with a semi-transparent blue layer containing text.

FUNCTIONAL STATE:

- **PRESENCE**
- **SECURITY & SUSTAINABILITY**
- **SURVIVAL & HOPE**

A functional state is able to provide...

The existence of the State throughout its national territory, manifested by the delivery of fundamental services: life cycle administration, water, electricity, healthcare, education, safety, transportation, etc. to citizens

Presence

The assurance of safety & security to the citizen, manifested by: respect for fundamental human rights, a functional justice system, state security services that safeguard the citizen's well-being, the presence and action of citizen collectives such as media, trade unions, civil society...

**Security &
Sustainability**

Sustainable management of nature in all endeavors. The management of a sustainably growing economy that creates decent jobs for the majority, space and resources for art & culture, space and resources to develop and scale innovation.

**Survival &
Hope**

Key ingredients for local governments to play a key role in building Democracy, Gender Equality, Equity & Functional States

Resources

Competence

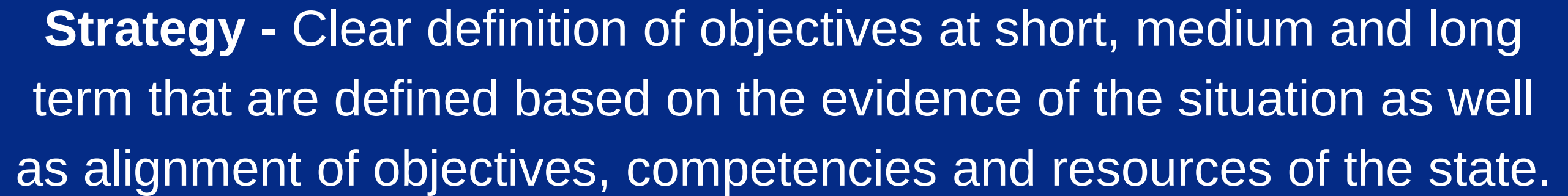
Strategy

Will

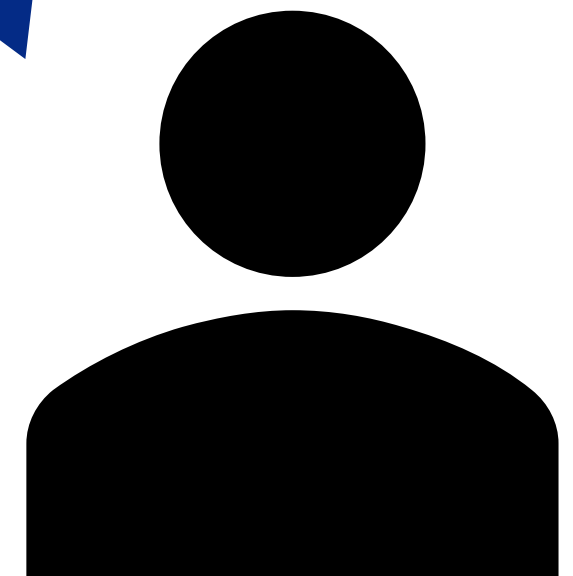
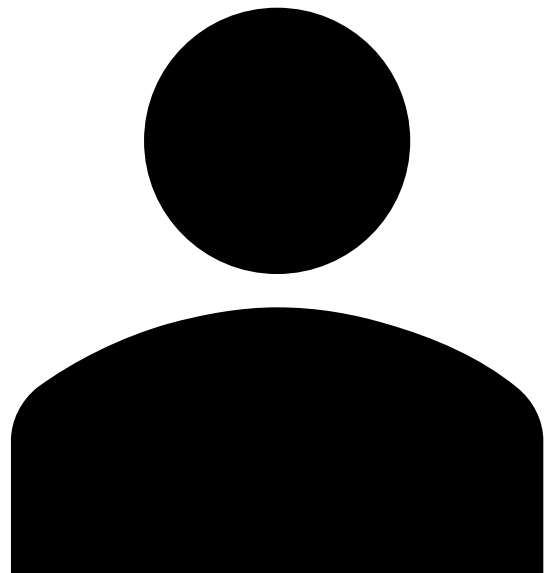




Will - Desire and vision as manifested by metrics and systems to ensure accountability at the highest level for impact, results and resources.



Strategy - Clear definition of objectives at short, medium and long term that are defined based on the evidence of the situation as well as alignment of objectives, competencies and resources of the state.



Competence – The technical ability to develop, implement, measure impact and results as well as continuously improve a strategy.

Resources – The ability to mobilize of the country's internal resources and use the vast majority of them to implement its national strategies. Absence of corruption and the active fight against corruption and mismanagement



**DEVELOPMENT
COOPERATION : DOs AND
DON'Ts**



Development cooperation should stop...



- **Programs that do not actively engage the State. Even when doing very necessary work with civil society and the private sector.**
- **Programs that replace or substitute the state.**
- **Working in fads. Governance and decentralization are permanent and foundational to all development work.**
- **Staying at the surface. Governance, decentralization and local governance are messy, complex and difficult to do especially in tight political spaces.**
- **Working only with formalized NGOs who speak development lingo. Groups that are truly representative of grassroots are often informal and not in touch with development actors.**

Development Cooperation should start...

- **Doing less, with more depth and infinitely more coordinated.**
- **Seeing governance as a fundamental criterion.**
 - ✓ **Indicators must be developed and countries categorized.**
 - ✓ **Development cooperation should vary for different categories based on the level of functionality of the state.**
 - ✓ **Reinforcing the functional state, including decentralization, should be discussed at all levels from bilateral negotiations to programs on the ground.**
- **Strengthening the functional state at national and local level should be a part of every single development program. A lot of creativity and innovation is required for this.**
- **Decentralization and local governance should be a pillar for development cooperation in every single sector.**

Development Cooperation should start...

- **Humanitarian and Crisis Responses should integrate strengthening local and national governments.**
- **The in-depth work on strengthening the functional state needs to be done at conceptual and strategic levels to develop effective programs.**
- **The in-depth field work needs to be done:**
 - **Identifying credible partners on the ground: municipal leaders, relevant and willing grassroots groups - especially representing marginalized groups**
 - **Analyzing national laws and procedures in decentralization to identify the openings and the opportunities.**
- **Coordination within donor countries of ministries of Cooperation, Finance, Security, etc. to ensure their strategies are coherent for the recipient country and that all are concurring towards building functional states.**

Thank You

SOURCES

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